Success Just Manage It!

MANAGERS ACADEMY VIII

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Managers Academy VIII

Prepared by the
California Department of Finance

Information Design Unit

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Human Resources

Overview

This chapter provides Information Technology (IT) managers with a collection of human resource information tips in the areas of recruitment, retention, training, and personnel. The primary focus of this chapter is to place in the hand of State IT managers tools needed to recruit, retain, train, and work with personnel to produce an environment that fosters professional growth and development and increase employee morale.

Currently, most State departments are faced with a shortage of qualified staff. This is due to an excellent economy, low unemployment, and a high turnover in staff. As a State IT manager, one must have tools available to create, keep, and improve staff capability. As you read through, or refer to this chapter, it is our hope that you will find this information helpful in overcoming staffing problems.

Recruitment

Recruiting skilled IT staff to fill vacant positions is a major challenge for IT managers. Currently, there is a shortage of skilled IT professionals, and as such, federal, state, and local governments, and private sector employers are competing fiercely for them. Within the challenge to recruit skilled IT professionals exists the challenge to recruit upstart computer science majors at the university level. At this junction, unless a student has practical experience commensurate with the "Either/Or" patterns outlined in the information systems analyst series, it will be difficult to compete with the private sector for these valued resources.

Many State departments are becoming more vigorous in their job advertising and recruiting efforts. Most departments have an analyst within the Personnel/Human Resources (HR) unit/division that can assist with recruitment and hiring efforts.

Hiring the right person for the job is one of the most important decisions you will ever make as a manager. With so many factors to consider, it is imperative that you do your homework to minimize the number of "square pegs in the round hole" (forcing the fit) scenarios. Homework requires that you spend time and energy researching, outlining, documenting, and that you understand the skills needed to fill your vacant position. Completing your homework will minimize the risk of hiring the wrong person, but certainly will not prevent it.

As a manager, you will participate in the exam process and will need to become familiar with the types of exams that are available to meet your current recruitment needs. There are open continuous exams, open promotional exams, departmental promotional exams, spot exams (typically a local site, e.g., Sacramento only), and continuous Internet exams for certain classifications. For additional exam and employment information, visit the State Personnel Board website at http://www.spb.ca.gov.

Hiring the right person for the job is one of the most important decisions you will ever make as a manager.

> *Many managers hire people based upon "intuition," "gut feeling," "assumption," or a "hunch".*

Recruitment Vehicles

In order to hire the right person for the job, you must first find them. By using specific recruitment vehicles, you can increase the possibility of finding the person that will meet your department's needs. Recruitment vehicles consist of:

- **Advertising**
  - Internet
  - State Personnel Board
    - Department Websites
  - Newspapers
    - Local
    - Regional
    - College
  - Flyers
    - Employment Opportunity Bulletins

- **Agency Lists**
  - Internal
  - External (other agency lists)

- **Job Fairs**
  - Cultural
  - Organizational
  - University

- **Training and Development Assignments (T&D)**
  - Staff within your Department
  - Staff from other Departments
  - Staff Changing Careers

Hiring Above Minimum (HAM) is another recruitment vehicle used in the recruitment process. HAM, as defined in Government Code Section 19836, authorizes the Department of Personnel Administration (DPA) to allow above-the-minimum salary range where extraordinary qualifications such as distinct talent, ability, and skill level contribute significantly beyond the other candidates. All HAMs require advance HR approval. IT managers need to check with the HR office to obtain additional information regarding HAM criteria and forms.

Who Should We Hire?

As an IT manager, the foremost concern is to hire the best candidate to fill a position. For some, the "best" may mean the "most skilled," for others, it may simply mean the "most qualified," or the "most potential." Whatever the case, it is the manager's responsibility to ensure that credentials are checked and that there is a potential fit before making an employment offer. Additionally, you may want to consider training and hiring non-IT staff that want to make a career change.

Selecting the Right Employee

The interview process is an opportunity to find out whether a potential candidate should be hired and for the candidate to convince their prospective employee that he/she is the right person for the job. Many managers hire people based upon "intuition," "gut feeling," "assumption," or a "hunch." One may have been sold on the candidate's pleasant personality, professional dress apparel, smile, and ability to respond quickly to questions asked, but failed to focus on the skills that are needed for the job. The manager's goal is to seek out and hire the person who they feel will be most successful. One way to determine how to select the right employee is to make sure that the interview process is "behavior-based, not personality-based." Dr. Richard S. Deems, author of "Interviewing: More Than a Gut Feeling," says "the best single predictor of a candidate's future job performance is his or her past job behavior." In other words, the way candidates performed or conducted themselves on previous jobs is a strong predictor of how they will perform in the future. The way they handled a specific situation in the past tells how they will approach a similar situation in the future. The behavior-based interview probes for information that will help to determine whether or not one should consider hiring this person. Past job behavior is an indicator of future job performance.

When preparing questions for the interview, avoid asking close-ended questions unless absolutely necessary. Close-ended questions are questions that require a "yes or no" answer. Prepare open-ended questions that ask for specific examples about past job behavior.

It's Time to Hire

Now that the interviews are over, narrow the candidate field, and select a candidate that best meets the criteria consistent with the position. It's time to make a tentative offer to the candidate. Tentative offer, not "offer" at this point; that comes later. It is important that one understands why a tentative offer is made first. Tentatively offering a position to a candidate lets the candidate know you are interested in hiring them. In the meantime, this will give the manager time to check personnel records (assuming the candidate is an employee of the State of California) and contact the references supplied upon request. This is the last step in the hiring process and the most crucial. You can prevent hiring mistakes through thorough reference and/or personnel file checking. This is a do-it-yourself project, do not delegate-only the manager knows what skills and personality will best fit the job. Make sure to speak with the candidate's former supervisors. Ask the candidate for at least three references, one of which must include the candidate's current manager/supervisor. Once the candidate's references are validated, it is time to submit the paperwork (commensurate with practices in your department) to the approving authority. Once approved, HR will contact the candidate, usually via mail, and confirm the job "offer" to the candidate.

Hiring Steps, from Start to Finish

Once a candidate pool has been established, begin the recruitment process to fill vacant positions. A recruitment package must be prepared and contain the following items:

1. Develop an employment opportunity bulletin.

2. Prepare duty and/or expectations statement.

3. Advertise at universities, job fairs, the Internet, in newspapers, and via flyers.

4. Once the advertised final filing date has passed, review and sort through the applications to assess the candidate pool to be interviewed. Depending on the number of candidates, a manager may interview all candidates or only those most qualified for the specific position.

5. In conjunction with the HR specialist, verify the list type(s) currently active within the department. If your department has an active employment list, request contact letters be sent to all reachable candidates. If this

department has an active list and you wish to recruit someone from another department's list, their score may be transferred and merged with your department's list (only one list may be transferred). Make sure the candidate will be reachable before requesting transfer of eligibility. Their score will be removed from their department's list once the transfer is complete.

6. Identify the exam base. In order to transfer a candidate's eligibility to the department's list, the exam base must be the same (open promotional to open promotional or department promotional to department promotional). If they are the same exam base, the candidate's eligibility can be transferred and their score merged with your department's current list.

7. If the department has no current list for a certain classification and an exam is not planned within your department, you may have an opportunity to transfer someone from another department by using the other agency's list. You must have approval from the other department to use their list. Typically, the Personnel Specialist within each agency verifies and discusses the feasibility of using the list in this situation.

If you want confidence in knowing that you've hired the right candidate, do your homework. To improve the probability success in hiring the right candidate, thoroughly check a candidate's references, check past job performance behavior, examine their personnel record (if possible), and ask open-ended questions during the interview process.

Hiring Disabled Staff

Many departments have programs that make it easy to hire people with disabilities. Frequently, they feature streamlined application and review processes. The types of classifications offered are usually entry-level positions that can be otherwise hard to fill. Disabled programmers may not have the same disdain for command line applications or legacy systems. Many managers have found that employees with disabilities, particularly programmers, tend to be very stable employees.

Some of these workers will need special equipment obtained by using reasonable accommodation funds that are set aside at the department level. A deaf person may require a TDD (Telecommunication Device for the Deaf) and interpreters to be present at meetings, but these resources are readily available. E-mail has greatly improved the ability of people with hearing impairments to communicate with the hearing community.

Blind or visually impaired employees may require special Braille keyboards or large magnifying monitors. Some use sound cards that can read the screen to them. Windows has built-in menuing features that allow the blind to navigate in that environment. These folks are invaluable in troubleshooting your web site for Americans with Disabilities Act (ADA) compliance as well.

There is a host of different disabilities and it is beyond the scope of this manual to address them all. The important lesson here is that there is IT staff out there that would like to work for you if you could just provide reasonable accommodation.

Check with your department's Office of Civil Rights for more information.

Retention
Morale & Incentives

Informal Rewards

As managers in state government, there are very few things one can do, as far as extras go for their employees . . . or are there?

Did you know that recognition for a job well done is the top motivator of employee performance? While money is important to employees, what tends to motivate them most is recognition that signifies true appreciation for a job well done that is thoughtful and has a personal touch. This is informal or spontaneous recognition.

The State of California already has in place its Superior Accomplishments systems, which focuses on the monetary rewards, and for our definition, is recognized as 'formal recognition.' What about the person who does a good job, day in and day out . . . how can one reward these folks? First of all there are a couple of reward rules you should know:

1. To be effective, rewards need to be given as soon as possible after the achievement, or desired behavior.

2. Let the employee know 'why' they are receiving the award. Be specific about what they did and how it positively affects the working environment and others in the workplace.

3. Set up a reward's program complete with mission, purpose, and objectives.

Various State departments have created an Employee Recognition Program. It is important to include the following:

- Mission statement or statement of values
- Purpose of the program
- Guiding principles
- Program features
- Program process (how it works)
- Categories of recognition (formal, informal, celebrations, etc.).

Sample Employee Recognition Program
XYZ Recognition Program Proposal

Mission Statement
The XYZ Division values the contributions of its employees and recognizes employee efforts that support the success of the XYZ Division.

The purpose of the XYZ Employee Recognition Program is to:

- Express appreciation for the contribution of XYZ Staff.

- Thank XYZ staff for doing a good job.

- Celebrate and share the success of XYZ staff.

- Promote a cohesive team atmosphere.

- Boost XYZ morale.

Guiding Principles of the Employee Recognition Program:

- Timely, spontaneous, and ongoing activity.

- Sincere and genuine.

- The form is not as important as the expression thereof.

Did you know that recognition for a job well done is the top motivator of employee performance?

- Merely one aspect of the larger issue of staff relations. Supervisors and managers should use management resources, including training, to develop effective practices for addressing staff-relation issues.

How the program works (process):

- XYZ supervisors and managers decide when recognition is warranted and for providing that recognition.
- XYZ staff may recommend when recognition and for coordinating recognition activities with XYZ supervisors and managers.
- Supervisors and managers will consult staff to determine the time and method of recognition.
- Supervisors and managers should coordinate with staff and management, including the Director, to coordinate recognition beyond the local section/unit level.

Recognition may be expressed in a number of different forms

Congratulations, appreciation, or thanks—typically involves an expression of congratulation, thanks or appreciation delivered to a group or individual. Often, the statement may be delivered as part of a recognition ceremony, and may optionally include the awarding of a certificate, proclamation, or other symbol of appreciation.

Celebration, event, or activity—usually involves a festive event where food is served, such as a reception, party, picnic, or meal. It may also include some type of special group activity or excursion to an off-site location. The event may be tied to a specific recognition effort, or it may simply be a general appreciation event for staff.

Informative or educational recognition—involves sharing or publicizing information about successful staff performance. It typically emphasizes the organizational benefits resulting from the contribution of the group or individual. This form of recognition may serve to promote innovative operational processes throughout the organization.

Situation Examples

Situation #1—Informal Recognition: For example, let us say you have a hard time getting your software developers to complete weekly reports. Everyone knows they are due each week at 2:00 p.m. on Friday, but you usually have to chase a few down. You could institute an 'on time' award, at your next staff meeting, or just give the 'reward' to that person (leave it on their desk). Let the employee know 'why' this award was given. For example, it could be something as simple as buying their favorite mocha, or even a $5 lunch gift certificate at a local dining establishment. This type of reward could be done intermittently until the desired behaviors are achieved.

Situation #2—Informal Recognition: Let's say you want to recognize employees who consistently go above and beyond the call of duty. A "kudos award" could be given to someone who does whatever it is you want to recognize. Buy a 'Kudos Bar,' and that becomes your kudos award.

Planned Recognition

Another option is to have some type of 'Employee of the Month recognition.' This can be something as simple as featuring the employee of the month with an article written about them, their picture, and how they contributed to the mission and success of your Division or Branch. This can be in the form of public or private recognition.

Public or Private Recognition Public forms of recognition include:

- Ceremonies and group events, of varying size, from several individuals on up to the entire division.
- Publication of successful staff performance through e-mail, memos, or articles published in newsletters or the California State Library web site.

Private forms of recognition include:

- Memos or letters to a group or individual expressing recognition or appreciation.
- Statements of recognition or appreciation delivered to a group or individual.

There are a number of good books on the market that aid managers with recognizing, do just that. Note the following list:

1,001 Ways to Reward Employees
by Bob Nelson

301 Ways to Have Fun at Work
by Dave Hemsath and Leslie Yerkes

Saying Thanks: Implementing Effective Workplace Recognition
by Sue Glasscock and Kimberly Gram

Fish! A Remarkable Way to Boost Morale & Improve Results

By Stephen C. Lunden, Ph. D.

Care Packages for the Workplace
byBarbara A. Glanz

The bottom line is that a successful manager never loses site that their people are their greatest assets. No software tool, piece of equipment, or computer gadgets will ever replace the human spirit. It's the people that are responsible for ensuring good government and good service overall, and it is the manager's duty to duly reward their staff.

IT Skills Retention Differential

The IT Skills Retention Differential offered great promise for State staff when it was first introduced. Finally, they might get recognized for the extra effort required for certification and possibly have compensation that isn't lower than local government.

Originally the differential was offered to excluded staff in departments whose plans were approved by the Department of Personnel Administration (DPA). This was a limited time offer to use special funds set aside for that purpose.

Recently, another reserve of money was identified for IT Skills Retention Differentials for rank and file employees. This time, DPA worked with all of the agencies to develop successful differential plans. Since the focus was to be on retention, DPA determined that employees would need to be at the Staff level in order to be the subject of a retention effort. Due to the limited amount of funds, only 10 percent of applicable staff was eligible.

The bottom line is that a successful manager never loses site that their people are their greatest assets.

Establish a good working relationship with your personnel specialist.

The hope for the future is that departments will be able to use these accepted plans to provide skill differentials to more staff using departmental resources.

Personnel

What will the Personnel Section of the HR Chapter do for me as an IT Manager?

Dealing with Personnel on issues ranging from developing new positions to hiring and position reclassification can be among the biggest challenges we face as IT managers. We depend on personnel staff to interpret personnel policy, and provide guidance and support for numerous personnel actions that occur each year. The Personnel section of the HR chapter provides information drawn from first hand experience with the State IT Retention Initiative, position upgrades and interaction with personnel specialists. Obviously, this section is not intended to answer all of your personnel questions but it does provide good general information and some examples of past successes. The section is divided into various subsections that provide hints on working with personnel, writing effective duty statements and memos of justification (MOJs), general information on IT classification leveling factors and example of an approved duty statement. You will also find links to various state and federal web sites that have more in-depth information on topics referenced in this section.

Working with Personnel and Other Hints

Establish a good working relationship with your personnel specialist. It is their job to interpret State Personnel policy and to ensure that your proposed personnel action is in compliance. Before you officially submit the paperwork, it is a good idea to preview any significant personnel action with your personnel specialist. DPA recently returned 'delegation authority' to the department level. This means that personnel actions such as hiring, position upgrades, and job reclassification for higher-level job classifications, like Senior Programmer Analysts, no longer require the approval of the DPA Classification Review Committee (CRC) and can now be approved by your department's personnel office. Individual department policy varies but generally, you will still need to provide your personnel office with documentation, such as, MOJs and duty statements that address relevant leveling factors for the proposed position. Your personnel specialist can provide guidance with writing MOJs and duty statements to support the proposed position. You'll spend less time in rewriting the MOJs and duty statements and you will have a higher chance of success if you and personnel are on the same page from the start.

Familiarize yourself with your department policy regarding lateral transfers from other agencies, laterals outside of career ladders and using other agency lists. Requests to transfer list eligibility from another agency's list are evaluated by personnel to determine if the exam is the same type and that it addresses Minimum Qualifications (MQs) similar to exams conducted by your department. The Personnel office determines whether the transfer of list eligibility is authorized.

Plan ahead for a smooth fill action. Departmental policy and internal procedures vary for hiring, promotion, and position reclassification. Generally, some form of formal or informal justification is required for the position before proceeding. On getting approval to fill a position, develop a job opportunity announcement (sometimes referred to as a "Job Op") that specifies minimum qualifications applicable to the position. As part of publishing the Job Op, Personnel will check the State Restriction of Appointment (SROA) list to insure that qualified, displaced employees are considered before the Job Op is publicized. This process is referred to as 'clearing SROA.' Employees on the SROA list that meet the MQs must be considered for the position. A MOJ may be required if the position is for a higher-level classification, such as Senior Programmer Analyst. MOJs are submitted with the package that the DPA Classification Review Committee reviews as part of their approval process. Finally, develop a duty statement that accurately reflects the duties of the position and takes ADA and Equal Employment Opportunit (EEO) requirements into consideration.

Given that funding is scarce for training, try to get any management training you can. Classes in project management, leadership, performance evaluation, communication skills, and contract administration, to name a few, will enhance your management skills. Become familiar with the ADA, the Family Medical Leave Act (FMLA) and laws covering EEO requirements. These laws cover topics such as reasonable accommodation and conduct in the workplace. The links located later in this section provide more information on these topics.

Effective Job Announcements, Duty Statements and MOJs

Keep EEO and ADA requirements in mind when developing job announcements, MOJs, and duty statements. Your Personnel Specialist can provide any guidelines or examples you need. You will gain a good understanding of what is required to be in compliance with the law by reviewing the information on the various web sites provided in this document. Although your Department's Personnel Office now has delegation authority for higher level classifications, it is important to clearly explain duties and the scope of the position. MOJs and duty statements should directly address IT leveling factors. Weight should be placed on leadership, project management, scope of impact and definition of complexity for duties at the appropriate level.

IT Leveling Factors General Information

The current IT Leveling Factors are located on the DPA web site under Classification Structure, IT Allocation Guidelines. The Leveling Factors establish criteria for levels of knowledge and expected performance for IT classifications. Your Personnel Office, in compliance with delegation authority, uses the leveling factors to evaluate whether a new position or position reclassification/ upgrade is justified. Typically, you would specifically address the Leveling Factors in your MOJ and duty statements. The leveling factors are closely associated with the ongoing IT Reclassification Initiative and will be changed to accommodate the new IT classification structure.

Links for Personnel Related Topics

- **Americans with Disabilities Act (ADA)**—www.rehab.ca.gov
- **Department of Personnel Administration (DPA)**—www.dpa.ca.gov
- **Laws related to Equal Employment Opportunity (EEO)**—www.eeoc.gov
- **Family Medical Leave Act (FMLA)—**www.dol.gov
- **State Personnel Board (SPB)**—www.spb.ca.gov

Example of a Successful Duty Statement

This example was approved by DPA and was applied to all staff Personnel Analyst (PA) positions in a specific development environment. The General Statement establishes performance expectations and addresses IT Leveling Factors. Individual functional duties applicable to each position are defined in the Specific Tasks area of the duty statement as a percentage of time spent on that duty.

General Statement:
The XYZ System (XYZ) is a large application data system composed of over 1,200 online and 900 batch programs supporting more than 2.4 million business accounts. Under the supervision of the XYZ Design and Implementation Manager, the incumbent is responsible for design, development and maintenance of the more complex on-line and batch modules in XYZ. The applications are complex because of their size and due to the complicated COBOL and DB2/SQL logic that is required to support legislatively mandated business rules. In addition, numerous system code tables are integrated into the applications and provide such information as criteria for review items, data used in Penalty and Interest computation and indicators used for application process control. These batch and on-line applications have a direct affect on the processing of XYZ financial transactions and critical interfaces. The incumbent must have an understanding of CASE tools, online processes and batch architecture/restart methodologies. This is a Journey level position where the incumbent is expected to show initiative, work independently to resolve requirements and design issues, prepare and deliver oral presentations, communicate effectively in writing and work with staff from diverse technical backgrounds. The incumbent must have a working knowledge of XYZ data architecture and an in-depth understanding of XYZ business processes that can be applied to requirements and design activities when determining the impact of proposed changes on the overall system. The incumbent works closely with XYZ customers and staff to identify requirements and solutions for system incidents, legislative changes and customer enhancement requests. Regular activities for this position include requirements definition and review, systems analysis, detail design, preparing and delivering presentations, mentoring staff, coding and unit test, implementation and production support for batch and on-line programs in the incumbents assigned functional area.

Training

Setting up a Training Program for your Staff

An effective training program is an important asset that contributes to maintaining a well-trained workforce for greater efficiency and success on the job. An effective training program can also be used as a marketing tool for retention of employees. With the new contract, employees favorably view a training program that offers an opportunity for a certificate.

To setup a training program for your staff, there are four important factors that you must consider: budget, staff time, staff needs, and designing a training program for your staff. These key elements are essential to setting up a successful effective training program for your staff.

Budget
Does your division, bureau, section, unit, team or group have money set aside in its budget for training staff, and is the budget adequate?

- Discuss your training budget with your Manager and Budget Office.
- Ensure appropriate funds are available based upon projected training costs for your staff from year to year.
- Be sure to include training funds for any vacant positions as well.

Staff Time
Does your work plan include and allow time for training? Can you afford to send all at one time or should you consider staggering their absences?

- Ensure and update your work plan to include time for staff training.
- Determine the best time for this activity to occur weekly, monthly, or quarterly, being sure to allow adequate time for staff training.
- Ensure your workload can handle staff absences.

Staff Needs
What further training is needed to enhance your staff's skills and use of technology tools?

- Assess your staff's skills by meeting with them to review past training received and through additional observation and feedback.
- Ensure staff receives an appropriate level of training for the technology tools used to accomplish daily tasks.
- Make training plans part of the Annual Performance Evaluation and/or Performance Agreement.

Training Needs
Design a training program that tracks and measures the professional growth and development of your staff.

- Be aware of and review applicable Certificate Programs available that are offered by vendors.
- Consult fellow managers and peers for recommended training and instructors.
- Set up a program with 'Core Classes' for your staff with an additional listing of elective classes to choose from.
- Be sure to include training that includes the technology tools used by your staff.

- Include a copy of your training program as a part of the new employee orientation package.

Types of Staff Training

On-the-Job Training (OJT)

One of the most cost-effective ways to provide job-task training for new employees is through on-the-job-training (OJT). OJT is a time-tested method of training new employees. You can integrate OJT into your training by using existing documentation, procedures, and manuals to lay the foundation needed to build the knowledge base of the new employee. Team the new employee up with an "already experienced and successful employee" who uses a department-standardized-checklist of tasks and performance criteria to train new employees and who knows and understands the goals and objectives of the unit/division. Any experienced employee given minimal "trainer training," can train new employees. In a well-implemented and monitored OJT program, new employees receive consistent, effective, and efficient training regardless of the trainer assigned to them. OJT not only gives the new employee the information they need to do the job; it reinforces the trainer's knowledge as well.

Peer Mentoring

Peer mentoring involves using uniquely qualified staff to help train new and/or existing staff, with fewer skills, succeed in your agency. In addition to skill level, the uniquely qualified staff, otherwise referred to as the peer mentor, should be someone who is friendly, encouraging, and patient-as this is a critical key ingredient of the peer mentoring process. Peer mentoring assumes that the trainee already has the knowledge to do the job, but lacks the detailed skills necessary to perform assigned tasks without minimum supervision. The mentee is usually assigned to a senior staff member who coaches and guides the mentee on the finer aspects of job functions. The peer mentor should regularly meet with the mentee to discuss items of concern and to provide feedback to questions asked regarding assigned tasks.

In-House Training

In-house training can be a cost-effective way to train staff in your department. By utilizing trained staff to develop training materials and conduct training classes, you can considerably reduce the amount of revenue spent on out service training. Keep in mind that staff should be knowledgeable of the given subject matter. If not, they will need time to research and develop their knowledge base. This could be done using peer mentoring (see peer mentoring section above) as a means of knowledge transfer. Another option is to have a contractor or vendor come to your facility and supply the training. With this type of training, you can specify or customize the training to fit your needs or use the standard training material used by the vendor. In addition to out-sourcing your training, you can create your own training material and contract out to a training service that will teach your material. In-house training can be a cost-effective way to train staff in your department. However, like most situations, you must consider time, resources, and material when considering any of the options listed above. The benefit of an in-house training program and utilizing staff to conduct the training classes is continued access to knowledgeable staff on the subject matter presented.

Out Service Training

Training provided by a vendor at a location away from your facility is considered out service training. Vendors or contractors usually provide out service training at their training facility or, if possible, may conduct on-site training using department provided facilities. Training conducted by professional training services or an IT training consortium is another way to utilize out service training. Although you may not be able to tailor the content to fit your needs, many workshops and seminars are free and fairly useful. Vendor sponsored workshops, seminars, or conferences like the Government Technology Conference are good sources for out service training information.

Web-Based Training (WBT) and Computer-Based Training (CBT)

Computer-Based Training (CBT) involves using PC's for presenting training lessons to your staff. In order to take advantage of CBT, special hardware and/or software may be needed to conduct the lessons. Some CBT training components and sessions may require you to use computers that have CD-ROM drives, sound cards, and speakers. A quiet room where staff can learn without interruption is preferred. Professional CBT training materials can be purchased and used as much as needed to complete the training. You can also purchase software to create your own CBT materials. By creating your own CBT, you can customize the training based on your requirements.

In addition to using computer-based training to disseminate training information, you can use web-based training (WBT) to deliver online training content directly to the user's desktop via the Internet/Intranet. WBT enables staff to schedule and attend online training sessions that do not conflict with their work schedule. Like CBT, you may need a computer with multimedia capabilities to participate in some WBT online training sessions. In addition to multimedia capabilities, WBT requires that you have access to the Internet. WBT hosts classroom-type training as well as self-paced study guides and seminars. You can enroll in WBT classes on a "per class" basis or via an annual subscription. Also, you can develop specialized WBT classes for inter-departmental training using CBT software.

Training Resources

http://www.training.cahwnet.gov/
http://www.learning.ca.gov/
http://tcttech.com/
http://www.elementk.com/
http://www.digitalthink.com/
http://www.edupoint.com/
http://www.headlight.com/home/
http://www.hungryminds.com/
http://www.learn2.com/

Glossary of Terms

Open Examinations—These are open to anyone who meets the minimum qualifications, regardless of their current place of employment.

Promotional Examinations—These are limited to State employees with permanent status, and include classes up to designated supervisory positions. Some exams are administered for a single department. In those cases, the exam may be limited to employees who have permanent civil service appointments with a specific agency named in the bulletin.

Open Non-Promotional—These exams are ones for which there are not enough State employees to meet the hiring needs of the department, so it is expected that the candidate group will consist of both open and promotional candidates.

Minimum Qualifications—For each classification a class specification exists which outlines the minimum amount of education and experience a candidate must possess to be admitted to the exam.

Exam Information—The exam bulletin describes the type of test to be used. Common types of exams are written, qualifications appraisal panel, and education and experience evaluation, etc. The written exam consists of multiple-choice questions, but may also include essay questions. The QAP is a scored interview conducted by a panel including a Chairperson representing the SPB who assures State requirements are maintained during the interview and subject matter experts who evaluate the answers provided by the candidate. Education and experience compares the candidates' applications as reflected on the application against a pre-set rating standard. No other test is required.

Americans With Disabilities Act (ADA)—The Americans with Disabilities Act (ADA) guarantees equal opportunity for individuals with disabilities in public and private sector services and employment. Generally, the ADA bans discrimination on the basis of disability.

Classification Review Committee (CRC)—A Department of Personnel Administration (DPA) committee composed of a mix of State IT professionals and DPA staff.

EEO—Laws addressing Equal Employment Opportunity - EEO is composed of the following laws:

Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits employment discrimination based on race, color, religion, sex, or national origin;

The Equal Pay Act of 1963 (EPA), which protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination;

The Age Discrimination in Employment Act of 1967 (ADEA), which protects individuals who are 40 years of age or older;

Title I of the Americans with Disabilities Act of 1990 (ADA), which prohibits employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments;

Section 501 of the Rehabilitation Act of 1973, which prohibits discrimination against qualified individuals with disabilities who work in the federal government;

The Civil Rights Act of 1991, which provides monetary damages in cases of intentional employment discrimination.

Family Medical Leave Act (FMLA)—FMLA entitles eligible employees to take up to 12 weeks of unpaid, job-protected leave in a

12-month period for specified family and medical reasons. The law contains provisions on employer coverage; employee eligibility for the law's benefits; entitlement to leave, maintenance of health benefits during leave, and job restoration after leave; notice and certification of the need for FMLA leave; and, protection for employees who request or take FMLA leave. The law also requires employers to keep certain records.

Memo of Justification (MOJ)—A memorandum typically required as part of the package sent to DPA for classification review for higher-level positions such as Senior Program Analyst. It is the primary justification for the requested action and must address IT Leveling Factors applicable to the position.

Minimum Qualifications (MQ)—For each classification a class specification exists which outlines the minimum amount of education and experience a candidate must possess to be admitted to the exam.

State Restriction of Appointment (SROA)—A program intended to assist in the placement of employees facing layoff or who are in positions being eliminated due to management initiated changes.

eGovernment

eCalifornia

"California ... is a place where intellect, invention and imagination come together. California is the birthplace of the Information Age... the cradle of innovation....

- Governor Gray Davis

Governor Gray Davis has charged his agencies and departments to improve customer service by continuously improving the performance of California State government. The focus is on measuring and improving customer service, rather than simply making marginal changes to bureaucratic processes. The initiative involves investments in both technology and people.

The Governor has invited State employees to become active agents of change, using their unique knowledge of what works, while collaborating with private industry, public sector entities, and customers.

The Governor has asked the Director of eGovernment to lead California's efforts to improve those state practices and processes that have the most direct and significant impact on consumers, thereby enhancing customer service.

The Director of eGovernment will work with agencies and departments to:

- Identify and review key state business practices that directly affect consumers.
- Facilitate task forces of state employees and private sector volunteers to develop solutions to benefit customers.
- Partner with the private sector to apply best practices and customer service strategies.
- Lead eGovernment initiatives for technology solutions that encourage online access to government information and services.
- Measure the level of customer service and report results to the public.
- Maintain a repository of best practices and identify transferable business practices.
- Communicate results, lessons learned, and innovative best practices.

In addition to these initiatives, the Davis Administration wants to encourage more innovative and experimental approaches to improving service through technology. To do so, the Administration has established the Technology Innovation Fund to support low-cost customer-focused experiments. An Information Technology Innovation Council will develop funding criteria and make awards to State agencies beginning late 2001 or early 2002. Beyond the benefit of the projects themselves, the State will benefit by assessing the transferability of quickly deployed technology. And, consistent with California's eGovernment Initiative, the awards criteria will encourage interagency development projects.

Additionally, the Governor has also instituted the eBusiness Center where businesses can access government services 24 hours a day, 7 days a week. During fiscal year

"Just as computers and the Internet have transformed the way we shop, communicate, and work, it is only a matter of time before these innovations transform the way we do business with government."

2000/2001, a 'Business Needs Assessment Survey' and a 'Business Process Review of Government' are being conducted to obtain information about the needs of California businesses and the State agencies that serve them. States Governor Davis, "Just as computers and the Internet have transformed the way we shop, communicate, and work, it is only a matter of time before these innovations transform the way we do business with government."

One other study that is currently being conducted is the eJobs—Portal to Labor Exchange Study. In partnership with Employment Development Department, this study is being conducted to review and analyze the current CalJOBS system. The primary objective of the study is to identify the enhancements necessary to expand the job posting and recruitment capacity and migrate the system into the modern portal architecture.

"The eBusiness Center is a demonstration of how government can use technology to improve service and assist the business community. It will help streamline Government to Business transactions and change the way businesses interact with government," stated Arun Baheti, Director of eGovernment.

eGovernment is a driving force in California State government and has a Project Sponsor by the highest-ranking executive in state government—Governor Gray Davis. eGovernment is sure to be a win-win for the people of the great state of California.

Sources:

- *My California*
  http://www.ebizcenter.ca.gov
  http://my.ca.gov/state/portal
- *California Office of Innovation in Government*
  http://www.iig.ca.gov/

Evolving eGovernment Standards

Development of eGovernment (eGov) standards is taking place at international, federal, state, and local levels. One-stop government portals require eGov standards be in place for ease of use, so participating agencies can be accessed via the portal. Citizens dictate that eGov adopt standards to ensure their privacy and protect them from Internet crime. eGov standards must also be adopted to guarantee citizens have equal access to the information available on-line. All the eGov standards have a potential impact on California State agencies, as well as on you, the information technology manager.

Critical areas of eGov standard development include Look and Feel, Privacy, Internet Fraud, Security, Intellectual Property, and Equality.

Critical areas of eGov standard development include Look and Feel, Privacy, Internet Fraud, Security, Intellectual Property, and Equality. Each area is briefly discussed below. It should be noted that the information provided is current as of the writing of this document. However, eGov standards are evolving and will continue to change over time. As such, it is a good idea to check the Internet references provided in this section for the most current information on eGov standards as they apply to the projects you are working on.

Look and Feel

Executive Order D-00-17, issued by the Governor on September 8, 2000, requires each agency and department to adhere to technical standards for Web design and compatibility. Specifically, the Governor appointed a Director of eGovernment (Arun Baheti) and directed that State agencies and departments shall integrate new and, to the extent practical, existing Internet applications into the State portal's software and network architecture.

While technical standards will not mandate specific vendor choices, each new project is required to be fully compatible with the State's new portal design. This compatibility includes both design and transactional elements. The design elements include colors, fonts, banner and menu locations. This design directive will result in a common look and feel to all state government web pages. This is also referred to as shared branding for a common user experience.

The standards are evolving and currently located at a secure web site. Departments should contact Eric Scott (eric.scott@dgs.ca.gov) for access information, or look on the DOIT web site (www.doit.ca.gov). One benefit to using these standard templates is that your page is automatically W3C compliant, allowing disabled access. Another benefit is the improvement in the search engine results when using the new classification system.

Privacy

Defined as the protection of personal information from public view. Internet privacy is a major concern of citizens. The issue is protection of personal privacy versus the principles of public information and the free market place. Companies want increasing access to data, which the Internet can provide. Individuals want to protect access to their personal information on the Internet and at minimum, be informed of who has been given access.

The organizations listed below are actively involved in addressing Internet privacy concerns and are good resources for current information concerning Internet privacy:

1. **United States Government Electronics Commerce Policy**—A tremendous source of eCommerce information in all subject areas. The web site links to many studies, articles, speeches, White House press releases, current news releases, and conference/workshop information, and links to other web sites.
   http://www.ecommerce.gov/

2. **National Telecommunications and Information Administration (NTIA)—**This organization conducts extensive research, on-line workshops, and technology fairs on the subject of Internet privacy.
   http://www.ntia.doc.gov/

3. **The Congressional Internet Caucus**, which is a bi-partisan group of over 150 members of the House and Senate working to educate their colleagues about the promise and potential of the Internet. The Congressional Internet Caucus Advisory Committee, which is a diverse group of public interest, non-profit and industry groups working to educate the Congress and the public about important Internet-related policy issues.
   http://www.netcaucus.org/

5. **California Department of Consumer Affairs**
   http://www.dca.ca.gov/

6. **Electronic Commerce Advisory Council**—This organization has written a document entitled

Protecting One's Privacy, which discusses the issues of privacy in the electronic world. It also contains an extensive list of references concerning privacy.

Listed below are various acts, legislation, resources, and studies related to the development of eGov privacy standards.

1. **United States (U.S.) and European (EU) safe-harbor privacy framework**—Safe harbor states that U.S. organizations, which adhere to safe harbor principles, provide adequate protection for the personal information of Europeans. Companies subscribing to the safe harbor principles will be able to transfer data outside of Europe. http://www.export.gov/safeharbor

2. **Electronic Signatures** in Global and National Commerce Act (see Security)

3. **Governor Davis** signed a number of privacy bills into law in October 2000. The following bills are of special interest for eGov. Refer to the http://www.ca.gov and http://www.sen.ca.gov/clic/privacy.htm web sites for more detailed information on California privacy legislation.

   - **Chapter 984, Statutes of 2000 (SB 129)**, establishes the Office of Privacy Protection (opens its doors 1/1/02) in the state's Department of Consumer Affairs. The new office will be responsible for handling consumer privacy complaints and developing strategies to protect privacy. The legislation is in direct response to the escalating privacy violations, such as identity theft, resulting from the growing "dot.com" culture.

   - **Chapter 631, Statutes of 2000 (AB 1862)**, requires the Department of Justice (DOJ) to establish and maintain a database of identity theft victims in order to assist them in clearing their names, and maintain a toll-free telephone number to provide access to such information. This chapter also establishes procedures for entering names of identity theft victims into the DOJ database.

   - **Chapter 982, Statutes of 2000 (AB 2799),** requires State agencies to provide documents electronically. It also prohibits State agencies from delaying or obstructing the inspection or copying of public records and requires the notification of a denial of any request for public records to be in writing.

4. **Government Code Section 11019.9** states that all departments and agencies of the State of California shall enact and maintain a permanent privacy policy, and an adherence with the Information Practices Act of 1977, which includes a number of principles. It also provides guidelines for implementing the privacy policy.

5. **California Electronic Privacy Act** requires that Internet users of state government web sites are informed what data is being collected and what it will be used for. The California Home Page presents a clearly stated Use Policy, which informs the user of the State's privacy policy and of what may and may not be done with the data collected from the web site user.

Fraud

Defined as the use of the Internet for fraudulent purposes either by using the computer, as a weapon, as targets of crime, or to facilitate more traditional forms of crime. Cyber threats that confront us today come from insiders, hackers, virus writers, criminal groups, terrorists, foreign intelligence services, and information warfare. Internet Fraud falls under the jurisdiction of a number of Federal and State Agencies.

Listed below are some recent California legislation related to eGov fraud. You can search for more information on both bills at: http://info.sen.ca.gov/cgi-bin/postquery.

1. **AB 2232**—increases the criminal penalties for unlawfully accessing a computer, introducing a computer virus, and knowingly using another's domain name. Additionally, this bill expands the definition of injury within the scope of computer crimes by including denial of access to legitimate users of a computer system, network, or program.

2. **AB 2727**—allows the owner or lessee of a computer, system, network, program, or data that are harmed via the Internet with a civil option to take legal action against someone who maliciously causes a denial of service.

The organizations listed below are actively involved in addressing Internet fraud concerns and are good resources for information concerning Internet fraud.

1. **The Federal Bureau of Investigation**, jointly with the U.S. Department of Justice and National White Collar Crime Center established the Internet Fraud Complaint Center to combat the growing problem of fraud occurring over the Internet by providing a vehicle for victims around the country to report incidents of fraud online.
   https://www.ifccfbi.gov/

2. **Computer Crime and Intellectual Property Section of the Criminal Division of the U.S. Department of Justice**—Site includes information on Policy, Cases, Law and Documents for Computer Crime, Intellectual Property Crime, and Cyber crime.
   http://www.cybercrime.gov/

3. **Federal Bureau of Investigation**
   http://www.fbi.gov/

4. **National White Collar Crime Center**
   http://www.nw3c.org/home.htm

   California State Agencies that are members of NW3C:
   California Department of Corporations
   California Department of Insurance

5. **The National Infrastructure Protection Center (NIPC)** serves as a national critical infrastructure threat assessment, warning, vulnerability, and law enforcement investigation and response entity. The NIPC provides timely warnings of international threats, comprehensive analysis and law enforcement investigation and response.
   http://www.nipc.gov/

Security

Defined as access that is secure and reliable. Internet users must have confidence that their communications and data are safe from unauthorized access or modification. Ensuring that access will be secure

Internet users must have confidence that their communications and data are safe from unauthorized access or modification.

and reliable requires a range of technologies (encryption, authentication, password controls, firewalls, etc.) and effective, consistent use of those technologies, all supported by trustworthy key and security management infrastructures.

Components of a secure system include:

1. Secure and reliable telecommunications networks.

2. Effective means for protecting the information systems attached to those networks.

3. Effective means for authenticating and ensuring confidentiality of electronic information to protect data from unauthorized use.

4. Well-trained users who understand how to protect their systems and their data.

Certification services support digital signatures, which permit users to know whom they are communicating with on the Internet. Encryption products protect the confidentiality of stored data and electronic communications by making them unreadable without a decryption key.

Security issues also include updating the authority of law enforcement entities for Internet crimes, providing law enforcement with important new tools to pursue criminals through cyberspace, new rules for encryption export controls to ensure continued competitiveness of U.S. industries in international markets, and harmonizing rules that apply to different technologies, such as telephones and e-mail.

Internet Security

The organizations listed below are actively involved in addressing Internet security concerns and are good resources for information concerning Internet security:

1. **California Secretary of State's Office, Digital Signature Services**
   The Secretary of State's Office has also written a document entitled the California eGovernment Plan that addresses a number of eGov issues.
   http://www.ss.ca.gov

2. **Better Business Bureau Code of Online Business Practices**
   http://www.bbbonline.org

3. **Electronic Commerce and Consumer Protection Group**, which includes America Online, AT&T, Dell Computer Corporation, IBM, Microsoft, Network Solutions, Time Warner Inc., Visa U.S.A. Inc., and American Express, issued guidelines for merchant-to-consumer transactions in June 2000.

4. **The High Technology Crime Advisory Committee**—Established by SB 1734 to advise Office of Criminal Justice Planning regarding high technology crime and assist in the oversight of the regional task forces. SB 1734 also established the High Technology Crime Advisory Committee with a membership representing 15 organizations. This organization publishes an annual report on high tech crime in California.

Standards

Listed below are various acts, legislation, resources, and studies related to the development of eGov security standards.

1. **Electronic Signatures in Global and National Commerce Act (SB 761 signed into law 6/30/00)** clarifies the legal validity of electronic contracts (eliminates the requirements that contracts and other records be written and signed paper), signatures, notices, and other records. It allows contracting parties to choose the technology (on paper or online) for authenticating their transactions without government intervention. It also ensures that online consumers have legal protections equivalent to off-line consumers. Provides that consumers must give their consent and a firm must verify that the consumer will be able to access the information provided electronically, before notices and disclosures may be sent electronically. A link to the Act can be found at http://www.ecommerce.gov/.

2. **Digital Signature Act of 1995** and Government Code Section 16.5 and regulations adopted by the Secretary of State's Office, which issues an "Approved Certification Authority" list.

Intellectual Property

Defined as any intangible asset that consists of human knowledge and ideas.

The State of California has all types of intellectual property: trademarks (e.g. department logos), copyrights (e.g., all publications issued by the State), and patents (e.g., products, software, services or systems developed with State funding). California Law is fairly silent about whether State Intellectual property is in the public domain, so this means Federal Law must be followed. Senate Bill 875 of 1999 directed State agencies to adopt policies and procedures to identify, protect, and manage State-owned intellectual property. However, the bill did not make it through both houses, and no new legislation has been re-introduced.

One major initiative that affects eGov concerning protection of intellectual property on the Internet is:

SB 875 of 1999
http://info.sen.ca.gov/cgi-binpostquery?bill_number=sb_875&sess=PREV&house=B&site=sen

The organizations listed below are actively involved in addressing concerns regarding intellectual property and the Internet and are good resources for information on the subject.

1. **State of California**, Office of Lt. Governor, Intellectual Property
http://www.ltg.ca.gov/programs/caip.asp

2. **Computer Crime and Intellectual Property Section** of the Criminal Division of the U.S. Department of Justice—Site includes information on Policy, Cases, Law and Documents for Computer Crime, Intellectual Property Crime, and Cyber crime.
http://www.cybercrime.gov/

3. **U.S. Federal Government**, General Services Administration, Office of Government Wide Policy, Office of Information Technology
http://www.itpolicy.gsa.gov oitissues.htm

4. **Electronic Frontier Foundation**
http://www.eff.org

5. **Federal Computer Weekly**
http://www.fcw.com

Equality

Also known as the "Digital Divide." Defined as ensuring that all Americans, regardless of age, income, race, ethnicity, disability, etc. are able to benefit from the educational and commercial potential of the Internet.

The organizations listed below are a sampling of organizations actively involved in addressing concerns regarding closing the digital divide and are good resources for information on the subject.

1. **California Office of the Governor**
   http://www.ca.gov/state/govsite
   http://www.ca.gov/state/portal/

2. **California Office of the Secretary of State**
   http://www.ss.ca.gov

3. **United States Department of Commerce**
   http://www.ecommerce.gov/
   http://ecommerce.vanderbilt.edu/papers/race/science.html

4. **Chief Information Officers Council** http://cio.gov/

Digital Divide

Listed below are samples of various acts, legislation, resources, and studies related to the digital divide issue.

1. **Falling Through the Net**: Toward Digital Inclusion, NTIA's (National Telecommunication & Information Administration) reports on the information technology gap in America, including progress made toward ensuring every American has access to the tools necessary to take part in the digital economy. This document contains a wealth of demographic information regarding the use of computer and Internet technology.
   http://www.ntia.doc.gov/ntiahome/digitaldivide/

2. **Section 508, HR 4425, and Section 2405** require that federal government electronic and information technology is accessible to people with disabilities, including employees and members of the public. The "Electronic and Information Technology Accessibility Standards," Final Rule (ref. 36 CFR Part 1194) for the Rehabilitation Act, Section 508, as amended by P.L. 105-220 Section 508, is available at
   http://www.access-board.gov/news/508-final.htm

3. **President's eGovernment Directive** to provide information on federal government online resources to the public free of charge from one web site. This is the federal government portal. It will eventually allow citizens to search all online resources offered by the federal government from a single, free web site.
   http://www.firstgov.gov

4. **Compilation of news**, articles, and statistics provided by the United States government regarding digital divide issues. You can obtain reports about international events and political activity concerning the digital divide.
   http://www.digitaldivide.gov/

5. **The eGovernment** "Crib" Sheet for Transitioning New Executives and Managers to the Federal Government. This site has a wealth of links to eGovernment issues, including the digital divide.
   http://www.itpolicy.gsa.gov/eagency/training_modules/management_overview_web/management_model_web.htm

6. **City and County of San Francisco Telecommunications Commission** study entitled "Developing a Successful eGovernment Strategy." This document provides a definition of eGovernment and identifies key issues for developing an eGovernment strategy, including critical success factors and a table of examples of eGovernment services. A PowerPoint presentation on the topic is also included. http://sfxgames.org/telecommunications _commission/egovppr.htm

7. **The Public Broadcasting Station** offers a report that looks at how computers have widened social gaps specifically among young people. The document, entitled Digital Divide offers the latest information for educators, students, parents, and community members wanting to learn more about innovations and obstacles involving equitable access to the Internet. http://www.pbs.org/digitaldivide/

Portals

Governments can no longer be defined by long lines, endless delays, and limited access. Today, many private industries provide 24-hour access to their services, seven days a week in a cost effective and efficient manner. California government will do the same by providing a web portal or an eBusiness Center to its citizens.

"In California, web users may one day click a "My California" icon on their PC's desktop and be transported to convenient electronic services clustered around important aspects of their lives. For instance, a "My Car" cluster might allow citizens to renew vehicle licenses and registrations, pay traffic fines, review driving records, compare ratings of auto insurers—even check on the average price of gas in their communities." (http://www.govtech.net/publications/ gt/2000/may/portals/portals.phtml).

That day is here! As of this writing a broad array of government services are available through State of California's web portal, a one-stop site for all business interactions with government.

The following portal topics will be covered in this section:

- What is a Portal
- Benefits of a Portal
- Current efforts in State of California
- Participating Departments
- Integration Issues
- Privacy Issues
- Sources

Governments can no longer be defined by long lines, endless delays, and limited access.

What is a Portal?

A portal is a web site that's intended to be the all-in-one entry to the Internet. This site is not merely a search site, but a site that provides a broad array of Internet resources and services. A portal truly aggregates information beyond the standard web site where it allows users to navigate without constant need for re-identification, it draws data relevant to the specific user, and it customizes itself to that user.

Portals will become much more than a central terminal for government transactions. They will be convenient entryways to community news and events, as well as local government services. In addition, portals will serve as a catalyst for economic development by showcasing area businesses to citizens and displaying the State to international investors.

Janet Caldow, director of IBM's Institute for Electronic Government, described portals as "windows to an array of Internet-based content that eliminate the need to jump to multiple web sites. An example would include an Online Citizen Services option on the main state web page that links users to all electronic services offered by the State."

Perhaps the most comprehensive definition of portals was made by the former CIO of Franchise Tax Board, P.K. Agarwal. He found the definition of an eGovernment portal so murky he worked with National Electronic Commerce Coordinating Council to create a five-level description that follows the portal concept from its simplest to most advanced form.

"At a basic level, portals deliver information or services in a way that is intuitively obvious to users, he said. Users of a level-one portal don't need to know that tax forms come from the department of revenue. They simply click a tax forms button on the State portal site. These sites mask the complexity of government by presenting electronic services and information from the citizen's point of view."

"The next steps in the evolution offer increasing levels of electronic interaction and integration," Agarwal said. "Level-two sites offer most common government transactions online, while level-three sites allow users to jump from one government transaction to another without the need for separate authentication."

"At the highest levels of their development, portals would offer seamless collaboration between government organizations and demand that public-sector databases become interactive and interface with each other."

A level-four site draws the information needed for transactions from existing government sources. On these sites, customer data is collected just once and is available throughout the enterprise. Ultimately, level-five portals will provide aggregated and customized information to users on subject areas that interest them. Agarwal describes these portals as "a complex, growing organism, rich in data, transactions, and multimedia—it will almost replicate a society."

At any level, portal sites combine government information and services, and present them in a way that makes much more sense to citizens. "The primary characteristic is that they are very customer-centric, which means that citizens can find the services they want in the fewest mouse clicks," Agarwal concluded.

Benefits of a Portal

The public sector, like the private sector, is rushing to join the portal bandwagon. At their basic level, portals provide a way for an organization to deliver fresh information to their web sites. At a more sophisticated level, a portal can provide access to transactions and links to legacy systems for an employee, supplier, or a customer.

With government portals, citizens with similar interests can come together and discuss, debate, and champion their needs. A government portal can organize government services around certain life events such as moving, health care, finding a job, or childcare. A portal would use electronic wizards to automatically lead the user through all the necessary steps required by government when a certain life event takes place.

For example, when one moves, the person must deal with change of address forms, obtaining a new driver's license, enrolling their children in school, and so on. Electronic wizards within portals would speed the application process by filling in all redundant information saving the user lots of time.

Governments are increasingly adopting the web as a tool for serving constituents and working with suppliers. Web consolidation access via portals facilitates effective content management strategies while providing a single portal to point solutions with multiple access points. This will yield dramatic improvements in constituent satisfaction and enable infrastructure cost reductions for many jurisdictions.

Current Efforts in State of California

EXECUTIVE ORDER D-17-00 states that the Governor's Office shall work with the State and private sectors to assure that State agencies and departments implement electronic technologies that will allow the people of California to receive government services and interact with State government, including a statewide Internet portal that offers a single, convenient access point for state government information and services.

Currently, there are efforts underway to implement the first phase of a one-stop site for all business interactions with State of California government. This portal will be open 24 hours a day, 7 days a week; customer centered not government focused, and will save citizens time and money.

During fall/winter of 2000, the Department of General Services in conjunction with the Director of eGovernment, conducted two studies to find out the needs of the business community.

The eBusiness portal will become available in the spring or summer of 2001. In this phase, the following projects will be included:

- Online Professional Licensing (Department of Consumer Affairs)
- Online Competitive Bid Processing
- eProcurement Expansion to Benefit Small Businesses
- Online Environmental Regulation of Businesses
- Interactive Employer Employee Job Posting and Recruitment

In future phases of eBusiness center and government portals, citizens will be able to perform transactions online, subscribe to the information they need, and submit identifying information only once.

Participating Departments

The following departments are participating in the current phase of State of California government portal:

- Department of General Services
- Department of Trade and Commerce
- Department of Consumer Affairs
- Employment Development Department
- Department of Fish and Game
- Department of Transportation

- Department of Motor Vehicles
- Department of Parks and Recreation
- Secretary of State

Future phases of State of California government portal will web enable additional services from the following departments:

- Boards and Commissions
- Department of Transportation
- Department of Motor Vehicles
- Department of Real Estate

Integration Issues

One of the biggest issues concerning portals is the integration issue. Information must be integrated on an enterprise scale in order for it to be useful and effective.

Efficient eGovernment requires full integration of the front-office portal with the back-office Enterprise Resource Planning-based suite.

Privacy Issues

As California begins to perform data sharing among agencies that make eGovernment portals a reality, it runs the risk of triggering a privacy backlash. Governments must develop privacy policies that keep pace with rapidly evolving Internet technology.

Governments must pursue policies for protecting individually identifiable information on all of their portals, web pages and other sites of entry on the World Wide Web. The content of such policies should address the following five points:

1. Privacy Policy

On December 19, 2000 Barry D. Keene, Director of the Department of General Services (DGS) issued Management Memo 00-14 entitled "Privacy Policy" in response to the newly enacted Government Code Section 11019.9. As stated in MM 00-14, all departments and agencies of the State of California must enact and maintain, on a permanent basis, a privacy policy in accordance with the Information Practices Act of 1977 (Civil Code Section 1798 et seq.).

Each department and/or agency is responsible for implementing and posting information on their web site regarding the Privacy Policy. In addition, each department and/or agency must distribute a copy of the Privacy Policy to all employees and contractors who have access to personal data within their organization. Finally, each department and/or agency must comply with all laws pertaining to information privacy and comply with the Information Practices Act (Civil Code Section 1798 et seq.); Public Records Act (Government Code Section 6250 et seq.); and Government Code Section 11015.5.

To view the contents of Management Memo 00-14, visit the DGS web site at http://www.osp.dgs.ca.gov/default.asp?mp=../Publications/sam/sam_memos.asp.

2. Notice and Disclosure

A privacy policy must be easy to find, read and understand. The policy should inform the constituent that when personal information is collected, there will be a limited way that information will be used, possible third party distribution of that information and the choices available regarding collection, use, and distribution of the collected information.

...all departments and agencies of the State of California must enact and maintain, on a permanent basis, a privacy policy in accordance with the Information Practices Act of 1977...

3. Opt In/Opt Out Clauses
Many consumer protection groups have advocated for opt in or opt out clauses. These groups, along with many individuals in the public and private sector, believe that citizens should be given the opportunity to choose how their personally identifiable information collected from them online is used when it is unrelated to the purpose for which it was provided.

4. Data Security
State entities and their affiliated agencies that collect data online have a unique responsibility to their constituent to ensure that the individually identifiable information collected is protected from loss, misuse, inaccuracies, or alteration. Reasonable steps should be taken to ensure that third parties who receive information are aware of these security practices and that those parties are also taking precautions to safeguard the authenticity of any transferred information.

5. Data Access
Organizations creating, maintaining, using or disseminating individually identifiable information should take precautions to assure that the data is accurate, complete, and timely for the purposes for which it is to be used. States should develop mechanisms so that inaccuracies in data such as contact information, etc., may be easily corrected.

Sources

- *California Office of Innovation In Government*
  http://www.iig.ca.gov

- *Technology in Government study by California's Little Hoover Commission*
  http://www.lhc.ca.gov/lhcdir/govtech/govtechstudy.html

- *Articles from Government Technology magazine*
  http://www.govtech.net/publications/gt/2000/sept/knowledge/portal.phtml
  http://www.govtech.net/publications/gt/2000/may/portals/portals.phtml

- *Center for Digital Government*
  http://www.centerdigitalgov.com

- *National Electronic Commerce Coordinating Council*
  http://www.ec3.org/

For information regarding the portal or eGovernment, contact Mr. Arun Baheti, Director of eGovernment for the State of California, at (916) 445-1176.

Americans with Disabilities Act

The Americans with Disabilities Act of 1990 (ADA) is a federal law that guarantees equal opportunity for individuals with disabilities to public and private sector services and employment. President Bush signed the ADA into law on July 26, 1990, with a phased implementation scheduled through 2010. Title II of the ADA, covering the public sector, took effect in January 1992 and prohibits state and local governmental agencies from discriminating against persons with disabilities and from excluding participation in or access to public services to any person with a disability. Web content development for the State eGovernment Initiative is directly affected since public agencies are required to ensure that their communication with persons with disabilities are as effective as their communication with others. The ADA

Requirements Section of the eGovernment Chapter provides guidelines for web content development taken from the World Wide Web Consortium® (W3C®), Web Accessibility Initiative (WAI) web site and other related sources. Further discussion of W3C® guidelines, checkpoints and priorities can be found in this section under Accessibility Guidelines for Web Content Development. Links to web sites with additional information on the topics covered here are listed at the end of this section.

How does ADA affect Web Content Development?

To be in compliance with the ADA, web content developers must design web pages that reasonably accommodate user's needs for accessibility. Generally, there are two themes that address accessible design; first, web content that transforms gracefully will remain accessible to users despite limitations in technology or the nature of the user's impairment and secondly, web content should be made understandable and easy to navigate. For example, developers can address graceful transformation by using text equivalents such as synthesized speech, Braille, and visually displayed text that conveys the same function or purpose as an image thus making information accessible to users with a variety of sensory or other impairments. In addition, non-text equivalents of text such as icons, pre-recorded speech, or video of a person translating text into sign language make information accessible to users who have difficulty accessing or processing written text. User agents, like browsers and assistive technologies with screen readers or Braille displays, present the information to the user. Developers can make web pages understandable and navigable by using clear and simple language and by providing mechanisms for navigation. Navigation tools and orientation information in pages for navigating within and between pages provides maximum accessibility and usability.

Accessibility Guidelines for Web Content Development

The primary goal of the W3C® guidelines is to promote accessibility. However, following these guidelines will also make Web content more available to all users. This section presents the Web content accessibility guidelines as they are defined on the W3C® web site. The eGovernment ADA Requirements section will not address checkpoints in detail. Generally, checkpoints are associated with each guideline and address compliance requirements. Each checkpoint has a priority level that was assigned by the W3C? Working Group based on the checkpoint's impact on accessibility. Checkpoints designated priority 1 must be satisfied to be in compliance, priority 2 checkpoints should be satisfied, and priority 3 may be addressed. Some checkpoints specify a condition that may change under certain (indicated) conditions. Web sites are given a W3C® conformance rating that reflects their level of compliance. Sites that have satisfied all priority 1 checkpoints meet conformance level "A". Sites that have satisfied all priority 1 and 2 checkpoints meet conformance level "Double-A". Sites that have satisfied all priority 1, 2 and 3 checkpoints meet conformance level

"Triple-A". The California State Portal meets conformance level "A" of the W3C® Web Content Accessibility Guidelines 1.0. The following guidelines will provide you with what is required to have an ADA compliant Web presence. Visit the W3C® web site for the most current information and more detail on guidelines, associated checkpoints and conformance.

The following list of guidelines is divided into two sections:

- **Ensuring Graceful Transformation**
- **Make Content Understandable and Navigable**

***Ensuring Graceful Transformation* (Guidelines 1-11)**

1. **Provide equivalent alternatives to auditory and visual content**—Provide content that, when presented to the user, conveys essentially the same function or purpose as auditory or visual content.

2. **Don't rely on color alone**—Ensure that text and graphics are understandable when viewed without color.

3. **Use markup and style sheets and do so properly**—Mark up documents with the proper structural elements. Control presentation with style sheets rather than with presentation elements and attributes.

4. **Clarify natural language usage**—Use markup that facilitates pronunciation or interpretation of abbreviated or foreign text.

5. **Create tables that transform gracefully**—Ensure that tables have necessary markup to be transformed by accessible browsers and other user agents.

6. **Ensure that pages featuring new technologies transform gracefully**—Ensure that pages are accessible even when newer technologies are not supported or are turned off.

7. **Ensure user control of time-sensitive content changes**—Ensure that moving, blinking, scrolling, or auto-updating objects or pages may be paused or stopped.

8. **Ensure direct accessibility of embedded user interfaces**—Ensure that the user interface follows principles of accessible design: device-independent access to functionality, keyboard operability, self-voicing, etc.

9. **Design for device-independence**—Use features that enable activation of page elements via a variety of input devices.

10. **Use interim solutions**—Use interim solutions so that assistive technologies and older browsers will operate correctly.

11. **UseW3C® technologies and guidelines**—Use W3C® technologies (according to specification) and follow accessibility guidelines. Where it is not possible to use a W3C® technology, or doing so results in material that does not transform gracefully, provide an alternative version of the content that is accessible.

Make Content Understandable and Navigable (Guidelines 12-14)

12. **Provide context and orientation information**—Provide context and orientation information to help users understand complex pages or elements.

13. **Provide clear navigation mechanisms**—Provide clear and consistent navigation mechanisms—orientation information, navigation bars, a site map, etc.—to increase the likelihood that a person will find what they are looking for at a site.

14. **Ensure that documents are clear and simple**—Ensure that documents are clear and simple so they may be more easily understood.

Web Content Design for Accessibility - Considerations

When designing web content for accessibility, consider the following:

- Keep abreast of technology advances in user agents and assistive technologies through Web sites like W3C® and related sources.

- Utilize standards for web content design in accordance with ADA requirements and W3C® Guidelines. Further discussion of accessible web design standards can be found in the Evolving eGovernment Standards section earlier in this chapter.

- Webmasters should read and understand the Federal accessibility standards as required by Section 508 of the Rehabilitation Act of 1973. This information can be found in the Standards subsection (Part 1194 Electronic and Information Technology Standards) located on the Federal IT Access Initiative (FITAI) link to be found at the end of this section. While the State has not yet adopted these standards, it's possible that it may do so in the future.

- Validate web page content for accessibility with a combination of automated tools and human review. Don't depend on automated tools alone.

- View the California State Portal for an excellent example of an ADA compliant web site.

Web Sources Providing Information on the ADA and Web Content Accessibility

- **www.ecommerce.gov—U.S. Government Electronic Commerce Policy**—Information on Section 508 Accessibility Requirements for Web Sites published December 21, 2000

- **www.my.ca.gov—State of California Portal**—The Accessibility Center of Excellence finds that the State of California Portal meets conformance level "A" of the W3C® Web Content Accessibility Guidelines 1.0. View the "Web Content Accessibility" link at the bottom of the page to see the Accessibility Statement that was issued by the Accessibility Center of Excellence on January 7, 2001.

- **www.rehab.ca.gov—California Department of Rehabilitation site**—ADA Overview.

- **www.section508.gov—The Federal IT Access Initiative (FITAI)** site addresses Federal standards that apply to electronic and information technology accessible design. The Part 1194 Electronic and Information Technology Standards subsection provides direction for the implementation of section 508 of the Federal Rehabilitation Act of 1973.

- **www.usdoj.gov—US Department of Justice**—ADA Questions and Answers.

- **www.webable.com**—Web site for disability-related Internet sources such as assistive technology.

- **www.w3.org**—W3C® Web Content Accessibility Guidelines 1.0 and related links.

SECURITY

The old cliché, "a chain is as strong as its weakest link" still holds true today . . .especially in the emerging world of e-Government security. Security protects data stored in a computer or being transported. Security tools and techniques include the use of software to detect and deflect attempts at intrusion, to identify system vulnerabilities, and to monitor access and usage. Securing electronic data and applications, whether on network or Internet/Intranet servers, should be and remain a primary concern of all data processing managers throughout the State of California.

Prior to the emergence of the Internet, data housed on servers did not require much security because access to the data was generally limited to departmental staff. Our method for disseminating information to businesses and the public was via hardcopy documents and/or email and attachments. The security risk associated with using those methods was minimal. You did not have to worry about hackers or crackers breaching your minimally secured network environment.

The Internet has become a primary tool that many State agencies use to disseminate information to federal and local governments, businesses, citizens, and consumers throughout the world. And as such, the various ports used to provide such information becomes the vehicle used by hackers and crackers to exploit security holes in your networked environment.

As users access department servers via the Internet and remote access you must take appropriate measures to ensure that you secure your network and Internet/Intranet server environment. There are several methods and tools that you can use, in tandem with each other, to secure your network, Internet, and Intranet servers. The following items represent the tools, methods, and suggestions that should be considered when implementing and maintaining network, Internet, and Intranet server security.

- Encryption
- Authentication
- Digital Certificates
- Enrollment
- Virtual Private Network
- Privacy and Data Security
- Firewalls
- Security Policy
- Intrusion Detection
- Customer Education and Support
- Log File Analysis
- Logical Architecture

The Internet has become a primary tool that many State agencies use to disseminate information to federal and local governments, businesses, citizens, and consumers throughout the world.

Many government agencies have been hesitant to provide complex services over the Internet until they have reliable digital signatures that they know will have the full force and effect of the law.

Encryption

Encryption provides a high level of security with strict controls and allows you to protect the privacy and confidentiality of data transmitted from the server to the client. Used in conjunction with web-browser security and Secure Socket Layer version 3, encrypted data is transported from end-to-end via a secure path or tunnel.

Data transmitted from the server to the client can be transported using 40-bit or 128-bit cipher (code) strength. Users who peruse the Internet are doing so using a 40-bit cipher strength browser. Forty-bit is the standard cipher or encryption strength of both Netscape and Internet Explorer; each has a 128-bit version.

The vast majority of browsers installed on State computers have 40-bit cipher strength. Although 40-bit is the industry standard, 128-bit is starting to move to the forefront. Some web sites require and others strongly recommend that the cipher strength of your browser be 128-bit before conducting business at their site—especially transaction-based web sites. If it hasn't already been done, each State agency should strongly consider upgrading all 40-bit cipher strength browsers to 128-bit cipher strength. In addition to the client, network, Internet, and Intranet server security can be upgraded to 128-bit as well. Encryption is one of the easiest security tools to implement and it's available free from your browser vendor.

Digital Certificates

Digital certificates, sometimes referred to as signatures, are probably one of the strongest forms of authentication available to the public today. It is also one of the more complicated methods of authentication to understand and implement. Higher security controls enable you to protect data integrity and confidentiality. A "public key" and "private key" combination must match to authenticate users. Equally important is the fact that digital signatures and certificates have a downside. The public has little understanding of this technology. You may need to provide resources to educate them.

On October 14, 1999, a digital signature press release headline read, "Secretary of State Jones Brings Widespread Expansion of E-Government One Step Closer to Reality," contained the following information:

"With the push of a few keystrokes, California Secretary of State Bill Jones digitally signed a proclamation recognizing VeriSign, Inc. of Mountain View as the first company authorized to provide digital signature certification services to state and local government across California. The accreditation of California's first "Approved Certification Authority" will dramatically broaden the number of government functions that can be conducted over the Internet.

"This is an important step in the march toward electronic government in California," said Jones. The availability of reliable digital signatures will go a long way toward improving the number of government transactions that can be conducted over the Internet." "Many government agencies have been hesitant to provide complex services over the Internet until they have reliable digital signatures that they know will have the full force and effect of law. Today, we have provided those agencies with an additional level of security," said Jones.

Under the Digital Signature Act of 1995, digital signatures used in written communication with California state and local government are only valid if they meet criteria outlined in Government Code Section 16.5 and regulations adopted by Secretary Jones in 1998. Under those regulations, public entities must only rely on digital signature certificates issued by an "Approved Certification Authority." VeriSign, Inc. is the first company approved to issue certificates for public entities in California."

Secretary of State Bill Jones has approved four digital signature certification authorities, VeriSign, Digital Signatures Trust Co, ID Certify, and Entrust Technologies Inc. According to Secretary Jones, "Prior to placement on the approved list, certification authorities must undergo a performance audit to ensure that their policies and practices are consistent with the requirements of the Digital Signature Act and the regulations adopted by the Secretary of State.

The complete criterion for certification is available on the Secretary of State's web site, and the latest information regarding California digital signature regulations can be found at the Secretary of State's digital signature website (see resources at the end of this chapter).

Virtual Private Network

Virtual Private Networks (VPNs) provide the highest level of security using advanced encryption and authentication protocols that protect data from unauthorized access. This emerging technology lets organizations extend its network service over the Internet to branch offices and remote users creating a private Wide Area Network (WAN) via the Internet. The global presence of the Internet makes VPN appealing. Generally speaking, a virtual private network is a group of two or more computer systems, typically connected to a private network with limited or no public-network access, which communicates "securely" over a public network. VPNs may exist between an individual machine and a private network (client-to-server) or a remote local area network and a private network (server-to-server). VPNs include encryption, strong authentication of remote users or hosts, and mechanisms for hiding information about your private network topology from potential attackers on the public network.

VPN products can be purchased as hardware-based systems, firewall-based VPNs, or software-based VPN application packages.

- Most hardware-based VPN systems are encrypting routers. They are secure and they provide the highest network throughput of all VPN systems.

- Firewall-based VPNs take advantage of the firewall's security mechanisms, including restricting access to the internal network. They perform address translation, satisfy requirements for strong authentication, and have extensive logging capabilities.

- Software-based VPNs are ideal in situations where both endpoints of the VPN are not controlled by the same organization or when different firewalls and routers are used within the same organization. Although software-based VPNs are ideal for limiting organizational control of both endpoints, they are generally harder to manage than encrypting routers. They require that you be familiar with the host operating system, the application itself, and appropriate security mechanisms. In addition, some software-based VPN packages require changes to routing tables and network addressing schemes.

As the VPN market continues to evolve, the line of distinction between VPN architectures are becoming more blurred. Hardware vendors are adding software clients to their product lines and are extending their server capabilities to include some of the security features more "traditionally" offered by software or firewall-based VPNs. In addition, the proposed IPSec protocol is making it easier to combine and match VPN products. As time marches on, hardware, software, and firewall-based VPNs may cease to exist as separate and independent methods for securing your site, but instead may be combined into one solution that contains all three.

Firewalls

A firewall is a system that enforces an access control policy between two networks. It blocks and permits traffic. A firewall's purpose is to keep intruders out of your network while still letting you get your job done. In addition, a firewall provides not only real security - it often plays an important role as a security blanket for management. You can configure it to permit only e-mail traffic to pass, or it can provide less stringent protection, blocking services that are known to be problems.

Receiving systems should have a firewall to protect against unwanted intrusion. The firewall should examine any set of information entering the system and accept or reject the data set based on the specified security requirements.

Firewalls are employed in one of two ways, internal and external. An internal firewall generally separates the mainframe applications and information from the communications server. This firewall prevents access to the mainframe even if the external firewall has been breached. An external firewall provides packet filtering or proxy filtering. Packet filtering examines each incoming packet of information and then decides whether the information should be passed along. Proxy filtering restricts the information allowed to flow through the firewall to information coming from specific authorized applications.

Servers can be protected from attack in a number of ways. First, use firewalls and routers to build walls between your networks and between your Intranets and the Internet to prevent easy access to the conversations between servers and clients. Second, don't allow users with Administrator-level access to log in to servers over the network. Third, be sure to set file and directory permissions so that compromised passwords don't give an intruder access to more data than necessary. Finally, monitor your systems for unusual activity.

Intrusion Detection

Intrusion detection software monitors intrusion attempts and port scans of your network. It's your inside defense to detecting hackers who have penetrated your outside defenses, such as firewalls and proxy servers. Hackers and crackers use vulnerability identification software to compromise security holes in your firewalls and proxy servers. All of the intrusion detection software packages on today's market will notice typical hacker break-in attempts and monitor ordinary attempts to run vulnerability identification software against your network line of defenses.

Log File Analysis

Monitoring system logs is probably one of the most neglected areas when it comes to security breaches. All activity, to and from your servers, is logged in files designed to provide you with information about points of access on your servers. Log files are generally analyzed when the security of your servers has been breached, too late at this point, or when you find out by accident that your security system may have been compromised. This is one of the most important and least used tools of security. This may be due in part to the amount of time it takes to analyze these files. In many cases, these files grow so large in size that they become almost unmanageable.

A good approach to protecting the data on your network and Internet/ Intranet servers is to have your server administrators or network security person monitoring your log files (access, error, and server logs) for suspicious activity on a daily basis. Suspicious activity may consist of several failed attempts to access unauthorized areas of your server, attempts to upload and execute files on your server. Also keep in mind the time of day in conjunction with an inordinate amount of attempts a user makes at accessing specific areas on your server. Many server attacks occur between the hours of 10:00 p.m. and 4:00 a.m., when activity on your servers are slowest and when staff have gone home for the day.

Authentication

Authentication is the process of identifying an individual and ensuring that they are who they claim to be. Assignment of user ID and password can be used to accomplish this. The process for establishing and utilizing the authentication information for a system user should be made of three parts:

- **Enrollment**—the user must enroll for access in the electronic function. Upon enrollment, the enrolled party will receive a user ID and a password.
- **Validation—**the password and user ID must be included with any interaction the user sends via electronic transport. The application software must upon receipt and decryption, validate that the sending party is who they say they are and that they are authorized to conduct business electronically.
- **Confirmation**—confirmation should be sent back to the customer that they have been recognized and approved.

This approach provides a two-level validation process for authentication. The user ID, which identifies the entity attempting to access the system must be defined and authorized on the server providing the electronic application. After identification using the user ID, the encrypted password should be validated and a confirmation or refutation returned to the customer.

Enrollment

The agency offering the electronic service is responsible for the maintenance and confidentiality of user ID and password information. During enrollment, the customer should provide the agency with a confidential piece of information (mother's maiden name, a keyword selected by the customer, etc.). This information can then be used to identify the customer when a request is being made to provide them with the current password because the customer cannot remember the password issued to them or because they want to change their password. Upon verbal submission of the "code word," the agency can send either the current password or the new password, in written form, to the address of record. The password should not be given out over the telephone or via e-mail. The address of record cannot have been changed within 45 days prior to the password request.

Privacy and Data Security

Maintaining the confidentially of your customer's data requires that it be protected both in transit and when stored. This requires protection both electronically and physically. Verification of individuals accessing data is required not only to ensure that they are whom they claim to be, but also that they have the right to access that information.

Security Policy

Existing security policies and procedures should be reviewed to ensure they address the issues associated with the expanded electronic business focus. These policies should be updated as necessary to address:

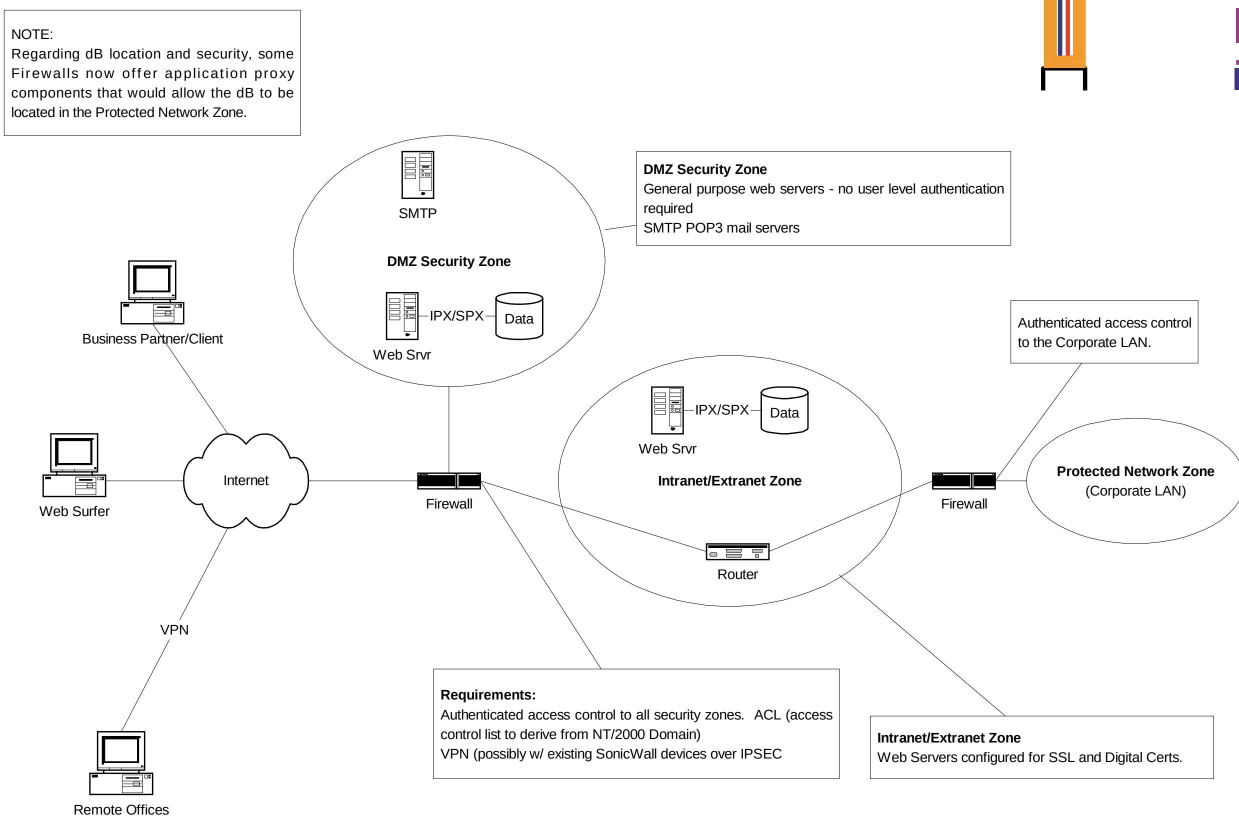
- Latest security vulnerabilities and patches
- Determining what users can access the system
- User access hours (a.m. – p.m.)
- User access permissions
- Procedures for granting users access to the system
- Procedures for revoking access
- Ongoing management of security policies to ensure consistency with technology and industry standards

Customer Education and Support

Customers will need to understand their part in safeguarding their information. This includes proper use of web browser security features and maintaining the confidentiality of their password.

Technical support will likely be necessary to support customers accessing your agencies web based systems. This support may involve registration to the system, issuing or changing passwords or providing customer assistance for use of the system.

Architecture



Benefits

Program and project managers create strategic partnerships to enhance their own ability to obtain the best possible services in completing their IT projects. Creating strategic partnerships can benefit your program or project in the following ways:

- Cost Reduction
- Time Consumption
- Improved Quality
- Enhance Existing Business
- Assure Competitive Core Competency
- Flexibly Adapt to Adversity and Changes

Strategic partnerships allow a project manager to finish projects at an overall reduced cost. Projects may be completed in a shorter period of time, while achieving a higher degree of quality. External benefits may include enhancement in existing business and flexibility to adapt to adversity and changes. Furthermore, maintaining strategic alliances assure competitive core competency. Because of the benefits of strategic partnerships, managers will look for opportunities to establish them. This forethought and investment in these relationships can often become more valuable with time. With each new project or contract, the working relationship is smoother and more efficient, resulting in even higher degrees of savings in time, costs, and further improved quality. Thus, leveraging the effective use of strategic partners is an extremely valuable tool for an IT organization.

Partnering with California eGovernment Strategic Partners is key to your department s eGovernment success.

Risks

While there are many benefits to creating strategic partnerships, there are also risks. Dependency upon strategic partners for critical business functions can be dangerous to your project and your organization. We recommend a backup strategic partner for each critical business function outsourced.

Strategic Partnerships

A strategic partnership is a working relationship with another department, government agency, or company where you obtain needed services that your own organization does not provide. Partnering with California eGovernment Strategic Partners is key to your department's eGovernment success. This section focuses on strategic partnerships for California's customer-driven eGovernment. It contains some basic strategic partnership information for purposes of aiding the eGov Strategic Partnership content.

Identifying the Need for a Strategic Partner

Before developing a strategic partner, make sure you need one and that your own organization could not provide the sought-after service to your project. To determine if your project needs a strategic partner, follow these steps and collect this information:

- Define your project
- Identify Project Requirements (PR)
- Identify Core Competencies within your Department (DCC)
- Identify what Requirements need to be Out-sourced (OR = PR–DCC). In other words, Outsourced Requirements is equal to Project Requirements minus Department's Core Competencies.

How to Develop a Strategic Partner

Once you determine the Outsourced Requirements, start shopping for a way to get those services. Possible sources for services are:

- **Other State Departments**
  To develop a strategic partnership with another department, you generally go through your department's single point of contact for the particular department you are attempting to partner with. An exchange of information takes place. You provide your project's requirements, and they provide their services. If an agreement is reached, often times a formal document is produced between departments. In the case of ongoing services, a Service Level Agreement is formalized and signed by sponsors from both organizations.

  Example: *Teale, Health and Human Services Data Center, etc.*

- **Federal Government**
  Partnering with the federal government works much the same way as with other State departments, but is usually slightly more formal. Often times some kind of contract is agreed upon. Example: Employment Development Department (EDD) partners with the Social Security Administration and a two page contract covers the agreed upon services and payment.

- **Corporate**
  As simple as it can be to partner with another State department is how difficult it can be to partner with a corporation. Extensive contracts are often drawn up to describe the services provided by the corporation. Example: Department of Motor Vehicles (DMV) partnered with many corporations, among them Cisco, to develop the new DMV web site. (http://www.dmv.ca.gov)

eGovernment Strategic Partnerships

Developing strategic partnerships in eGov projects is becoming more and more critical for success. We recommend forming strategic partnerships with the *Director of eGovernment's* office and its strategic partners. The *Director of eGovernment, Arun Baheti* has developed a fundamental technology platform for eGov projects to utilize. This platform provides eGov projects the following functions:

- Application Servers for developing and deploying reliable, secure, scaleable, and manageable e-commerce applications
- eCommerce Servers for deploying e-commerce applications
- eBusiness Integration to link to mainframe/legacy systems
- Provide online customer self-service
- Enterprise Performance Management
- Customer Relationship Management
- Search Engine
- Create/Publish documents
- Enables users to design complex workflows
- Rules-Based Search Engine

Utilizing the existing *Director of eGovernment's* platform gives your eGov project a head start by providing key pieces already developed, tested, and used by other state departments. Department Of Finance and Department of Information Technology are familiar with these components, thereby reducing the amount of analysis needed to provide your project with spending authority.

You will, of course, need other strategic partners besides the *Director of eGovernment's* office, like the corporations who produce the software/hardware that provide the functions to State eGov platforms. The corporations and their contacts can be found by contacting the *Director of eGovernment.*

If you find your project requirements are not completely met, you may need to look at the DGS CMAS (California Master) list. Contact DGS to obtain a current CMAS list.

Types of eGov Strategic Partners

- ***Director of eGovernment***—This office is a good place to start your department's eGov experience. Contact the *Director of eGovernment* for help and guidance.
- **eGov Corporate Partners**—Contact the *Director of eGovernment* for corporate contacts to help you get started with companies like BroadVision, BroadBase, Verity, Interwoven, and BEA.

- **Corporate**—Selecting a corporation to develop a partnership with can be challenging. Consult with fellow IT managers regarding their experiences with corporate contractors, or you may want to contact DGS and look at their approved CMAS list. (http://www.dgs.ca.gov/) In either case, you will probably have to develop and advertise a Request for Proposal (RFP). This document describes the requirements needed to fulfill your project. Corporations use these RFPs to assist them in developing proposals for your work. Once you review the proposal and select a bid winner, you contract with that corporation. Oftentimes on small contracts, the submitted and accepted proposal can act as the official contract. On larger contracts, a formal process of gathering requirements and developing requirement documents (e.g., Software Requirements Specification [SRS]) is followed.

  A good example of an eGovernment project that used a corporate strategic partnership is, 'The DMV of the Future Project,' (http://www.iig.ca.gov/projects/thefuture.shtml)

Maintaining Close Relationships with Strategic Partners

No matter what category of strategic partner you develop a partnership with, stay current with their strategic direction. Staying current with your strategic partner's direction enables you to identify:

- Services they will be able to offer you in the future.
- Existing services they may be phasing out that your projects depend on.

Keeping Strategic Partnerships Open

While you will experience many closures to contracts or Service Level Agreements with your strategic partners, you should never experience an actual closure to a strategic partnership. You will want to take advantage of the time and effort you have put into the relationship with that strategic partner and look to do business with them again in the future.

Impact on IT Managers

In summary, the impact of eGovernment on IT managers is to focus even more energy on scarce resources. This includes recruitment, retention, contracting, and the project management skills necessary to implement the Governor's vision.

IT managers must deal with a broad range of information if we expect to share knowledge among workers and citizens through eGovernment. We will have to provide the big picture to staff in order to direct eGovernment efforts in our organizations. A thorough understanding of business processes is required before you can provide an organized framework for the presentation of information. This knowledge is also critical for choosing applications for development projects that are customer centric. These are the development projects that are more likely to get funded.

Major initiatives are achieving success by utilizing fast development timetables and staying within

Departmental spending delegations. Most of these initiatives have leveraged the software tools available from the Director of eGovernment. This office is also building a stable of developers that are familiar with state government and existing standards for eGovernment (e.g. portals).

According to the Little Hoover Commission (http://www.lhc.ca.gov), "State IT managers still rank recruitment of competent technology personnel as their biggest problem..." This challenge may be greatest in eGovernment due to the competition for staff with these skill sets. One potential source of technical staff may be the disabled community (see the Human Resources chapter). They may also be able to help keep your application ADA compliant.

The use of contractors may help in development, but state staff will need to maintain these applications. Identify the staff you will be able to utilize for these efforts and get them interested. Get management's approval for training and quickly create a training plan for these individuals. There may also be some "24/7" implications for transaction-based systems. Special care is required for managing staff on-call or on standby lists. Make sure you know the rules before you assign someone after-hours support. For the work that you don't have staff for, investigate strategic partnerships.

eGovernment applications are less secure by nature. Diligence puts yet another strain on resources and this is not necessarily an area where contract employees are the best solution. Directing staff to monitor logs might be less exciting than simulating attacks on the system, but equally important to the organization. There is an excellent section on security in this chapter.

Strategic partnerships can be created with other departments, government agencies or external vendors. This will require IT managers to be as organized as possible and follow best practices, including the use of good project management skills. With the adoption of the Project Management Institute's standards by the DOIT, all IT managers will have a common framework. This will be particularly important for interdepartmental development efforts. For more information on strategic partnerships, please review that section of this chapter.

This cloud does have a silver lining. IT managers that can adapt to these new technologies will be very successful in State service, or anywhere else.

..."State IT managers still rank recruitment of competent technology personnel as their biggest problem..."

IT Contracts

This section covers types of IT contracts, basic elements of an IT contract, sources for obtaining contractors, and contract monitoring.

Types of IT Contracts:

- **Fixed Priced**—The product scope is clearly laid out in a requirements document, and the cost is fixed. Fixed Priced contracts are often used when scope is very clearly defined.
- **Time and Materials**—In this type of contract, the contractors are paid for their time and for materials they use. In an IT project, once the initial machines and equipment are purchased, there isn't much additional charges for materials. The scope control is a little less rigid since you have

more flexibility in paying the contractors for additional work. Time and Materials contracts are often used when the scope is less defined. However, a project manager must be careful of "spiraling costs" when utilizing this type of contract.

- **Alternative Procurement - Based on savings**—Contractor does not get payment until savings are achieved either through Personnel Year (PY) savings or revenue savings.

  Example: *EDD's TEAM Project was based on PY savings. The TEAM contract lays out time frames, and the deliverables for those time frames. At the end of each phase, PY savings are calculated and payment to the vendor is determined*

- **Reimbursable (Revenue Generating) Agreements**—This type of contract is a little different from the above mentioned in that this type is usually associated with your department providing services instead of obtaining them. Reimbursable agreements are used to reimburse your department for the cost of producing and delivering information, or providing services or products to others.

Sources for Obtaining Contractors

- California Multiple Award Schedule (CMAS)—a list of contractors who have contracts with the Department of General Services (DGS) to provide information technology-related services to State agencies.

  Note: *your department may not be required to execute a formal bid process when using a CMAS contractor.*

- Consulting Services Contract—Services for $1,000 or more that are of an advisory nature and provide a recommended course of action or personal expertise. ***Examples:*** *Developing a feasibility study, design of a system or plan, and conference speakers and workshop presenters/trainers.*

- Master Service Agreement (MSA)—DGS advertises, bids, awards, and administers MSAs for various goods and services. Once in place, departments may avail themselves of the goods or services provided by an MSA by writing subsidiary agreements, as stipulated by the individual MSA.

  Examples: *Project Management, Independent Verification and Validation, Programming, etc.*

The Basic Elements of an IT Contract

- Parties—The people involved in the contract.
  Example – DMV and Disney.

- Term—The amount of time of the contract.
  Example – Six months.

- Amount—The amount of money the contract is for.
  Example - $125,000

- Scope of Work—The description of the work that is to be performed. This part of the contract can be very large and very detailed. Sometimes, a Software Requirements Specification can be used for this part of a contract.

Contract Monitoring

Developing and monitoring IT contracts is time consuming. Establishing a contract monitor is suggested. Oftentimes, establishing a contract monitor is not possible, and the project manager must perform those duties.

A contract monitor's role and responsibilities include:

- Contract Initiation
- Contract Compliancy
- Product/Service Final Approval
- Expenditure Monitoring and Invoice Approval
- Contract Amendment Initiation
- Contract Close-out
- Post-Contract Evaluation

The Project Management Institute (http://www.pmi.org) is a good source of contract information. Also, your department may have a unit specializing in contracts. For example, EDD has a contracts unit in their Business Operations Division. Also, the Department of General Services (http://www.dgs.ca.gov) is an excellent source for State contract information.

Glossary of Terms

Certificate Authority A Certificate Authority (CA) is a trusted party that creates and issues electronic identities in the form of certificates to users. The trust in the CA is the foundation of trust in the certificate as a valid credential and is dependent upon the measures taken by the Registration Authority to authenticate and validate that each user is what or who it claims to be prior to being issued a certificate. CA's "sign" certificates with their digital signature.

Cracker—A cracker is an individual who attempts to access computer systems without authorization. These individuals are often malicious, as opposed to hackers, and have many means at their disposal for breaking into a system. The term given to so-called "malicious" hackers by the original MIT hackers, hoping the media would leave the name "hacker" alone and not damage the original hackers pristine, snow-white reputation.

Firewall—A system or combination of systems that enforces a boundary between two or more networks.

Hacker—A person who delights in having an intimate understanding of the internal workings of a system, computers, and computer networks in particular. The term is often misused in a pejorative context, where 'cracker' would be the correct term. Hackers are computer users who use his/her skills unlawfully to "break into" another system through a network.

Secure Sockets Layer Secure Sockets Layer (SSL) technology is a security protocol. It is today's de-facto standard for securing communications and transactions across the Internet. SSL has been implemented in all the major browsers and web servers, and as such plays a major role in today's e-commerce and e-business activities on the web. The SSL protocol uses digital certificates to create a secure, confidential communications "pipe" between two entities. Data transmitted over an SSL connection cannot be tampered with or forged without the two parties becoming immediately aware of the tampering.

Virtual Private Network (VPN)—A way of using a public network (typically the Internet) to link two sites of an organization. A VPN is typically set up by protecting the privacy and integrity of the communication line using a secret session key. The secret session key is usually negotiated using the public keys of the two principals.

Resources

Secretary of State
www.ss.ca.gov

Digital Signatures Press Release
http://www.ss.ca.gov/digsig/press1014.htm

VeriSign
http://www.verisign.com/

Digital Signatures Trust
www.digsigtrust.com/

Entrust Technologies Inc.
www.entrust.com/

ID Certify
www.idcertify.com/

Project Management Office

Introduction

The State of California will face many challenges over the next couple of years. In order to meet these challenges, the State of California needs to have a work force adept in managing projects. The Department of Information Technology will take the lead role to ensure that an appropriate level of project oversight and reporting occurs to enable the State of California project success.

Today's business environment lends itself to computerized processes that utilize the Internet to accomplish business transactions. For the government, these processes are citizen to government, business to government, government to government (city, county, state, and federal agencies). Most State business criteria and decisions can be identified and built into applications that are presented to the Internet/Intranet and web-based environments.

To participate in and implement eGovernment solutions, the State must have a well-organized and well-managed approach to projects. The advent of computerized environments has produced fast-paced decision-making processes that are putting an enormous demand on the State to implement new solutions and has a tremendous impact on a department's ability to use its resources effectively. Good project management practices will be an absolute requirement for success.

This information contained herein gives the reader an idea of the subject matter considered— which establishes or improves their Project Management Office. It will also provide points of reference to negotiate services throughout the project cycle such as:

- Project Management Offices created within state government
- Industry resources for Project Management and Project Management Offices
- Training available to state government
- Project Management Tools

Project Management Offices Within the State of California

As more organizations move to more formal project work, it becomes critical to capably manage projects. The most effective method establishes standards for project management that are corporate-wide, or at least spans the IT department. These standards include project management methodologies, project life cycles, and software packages used to manage projects, processes, and time accounting.

The State of California takes a proactive approach to project success. It has implemented Project Management Offices intended to do a myriad of functions to ensure that projects are successful and that it meets control agency requirements. Each State agency takes a different approach to provide oversight and

The advent of computerized environments has produced fast-paced decision-making processes that are putting an enormous demand on the State to implement new solutions and has a tremendous impact on a department s ability to use its resources effectively.

assistance to departments. This section provides an overview that includes the missions, objectives, services provided, and office make up. A review of this section should also provide a diversity of approaches that are being considered within the State.

The following State agencies have created a Project Management Office at the time of this writing:

- California Department of Corrections
- California Department of Insurance
- CalPERS
- Department of Motor Vehicles
- Employment Development Department
- Franchise Tax Board
- Health and Human Services Data Center
- State Controller's Office
- Teale Data Center

California Department of Corrections PMO

The Department of Corrections' (CDC) Project Management Office (PMO) within its Information Systems Division (ISD) was established to increase IT application best management practices by providing leadership, uniform policies, consistent standards, project templates, practical training, and accountability that benefit both ISD and its customers. The PMO offers the following products and services.

IT Project Management Support Services

The PMO provides "value added" project management services to the IT Senior Managers, the ISD Technical Project Managers and the CDC User Project Managers. The PMO:

- Externally reports to outside IT Control Agencies such as Department of Information Technology, Youth Authority and Corrections Agency, and the Department of Finance's Technology Investment Review Unit.

- Coordinates timely IT legislative analysis.

- Facilitates IT strategic planning for ISD.

- Performs high level IT project reporting and oversight.

- Facilitates the successful management of the IT executive committee.

IT Configuration Management Support Services The PMO protects its assets by applying division wide configuration management standards to its assets ranging from desktop platforms to large-scale production systems. The PMO provides:

- IT Configuration Management Planning Assistance.

- IT Asset Management Assistance.

- Resources to support CDC's Workgroup Computing.

- A Control Point to the IT Configuration Control Board.

IT Documentation Management Support Services
The PMO applies a systematic and collaborative approach when developing quality, creative and comprehensive IT materials that bridges the knowledge and skills gap between customers and team members. In addition, the PMO facilitates project documentation organization, retention and retrieval. The PMO assists or provides the following services:

- IT User Training Material Development.
- IT User Documentation.
- IT Technical Library Development and Administration.
- Liaisons to Department of General Services for IT Records and Retention.
- IT-related Communication Development.

IT Resources Management Support Services
The PMO acts as IT liaison to the CDC personnel and contract units, which enables IT to gain the resources required to deliver timely solutions to their customers. The PMO assists or provides the following services:

- IT professionals and support staff recruitment and retention assistance.
- Information on the availability of, and access to, IT Training Services.
- Monitor, initiate, and perform accounting for IT contracts.

California Department of Insurance PMO

The PMO will assess the California Department of Insurance's (CDI) current project management environment, adopt a project management methodology, develop an implementation plan for improved project management, and support process development and plan execution. Additionally, the PMO will develop procedures for Configuration Management (CM) and Quality Assurance (QA) which are two key supporting processes used by mature IT organizations. CDI will acquire consulting services to define and implement project management supporting processes and procedures. As the project management, CM, and QA processes are defined and implemented, the PMO will assume an oversight role to provide support to IT project managers as well as audit IT compliance to its established processes and procedures, identifying continual improvement and streamline process improvements.

The PMO will be responsible for the following:

- Develop and implement IT project management methodology, processes and procedures.
- Coordinate and tract project activities including required reporting and interfaces to control agencies.
- Coordinate strategic planning efforts to ensure Information Technology Division's Agency Information Management Strategy (AIMS) is consistent with CDI's business strategic planning effort and the National Association of Insurance Commissioners (NAIC) strategic planning efforts.
- Provide continued analytical and project initiation support for the division.
- Develop and plan the organizational CM processes and procedures implementation.
- Development and plan QA processes and procedures implementation.

CalPERS PMO

The PMO within the Planning and Research Division (PLRD) serves as the enterprise project management support office and the organization's quality assurance body for project management.

PLRD

- Maintains the project management methodology.
- Facilitates project management training.
- Provides direct support to projects as they develop and implement project plans.

The Resource Management Unit (RMU) within the Information Technology Services Division (ITSD) oversees project management as it relates to IT practices and product management for development.

RMU

- Identifies what IT projects need to do in addition to PLRD requirements.

The PMO within the CalPERS Member and Employer Transaction (COMET) Division serves as the project management support office for the COMET project. This PMO is project specific and exists for the life of the project.

COMET PMO

- Provides project planning assistance to the project management team.

- Assists with project schedule development and maintenance, including resource loading and leveling.

- Facilitates project issues tracking and resolution.

- Tracks and manages the project budget, including assistance with the department budget request process.

- Provides project risk identification and management assistance.

- Facilitates project change control tracking and management.

- Prepares executive and board-level project status reports.

Department of Motor Vehicles PMO

The following lists provide information on related services now available, or planned by the Department of Motor Vehicle's (DMV) the PMO. The services are offered to DMV employees involved in project-related activities. In addition to monitoring ongoing projects, the PMO offers services that are relevant to coaching, assistance, negotiation, and project resources. Some services are currently "under construction*," and will be available in the future. To promote the successful completion of projects throughout the department, the PMO provides services to project teams to include:

Coaching

- Project team roles and responsibilities
- Keeping projects on track and on schedule
- Project management processes and best practices

Negotiating

- Conflicts
- Road blocks
- Project overlaps
- Resource contention

Advising and Assisting

- Getting started
- Work plans
- Gantt charts
- Business analysis process
- Exploring conceptual solutions
- Risk assessments
- Gap analysis *
- Project closure processes *
- Developing/distributing project status reports
- Facilitating meetings/sessions for project teams *
- Promoting project success stories, i.e., weekly communiqué

Resources

- Project management training courses *
- Project management templates
- DMV project log
- Project management resource library
- Repository of lessons learned/ project history *
- Project management methodologies
- User support with project management software *

Employment Development Department Information Technology Branch PMO

The Project Coordination Section (PCS) serves as the Information Technology Branch's (ITB's) Project Management Office. The mission of PCS is to:

1. Assist EDD management in planning and prioritizing ITB managed projects and resources.

2. Contribute to a project's successful delivery timeline, budget, and meet project specifications.

The PCS achieves this mission by providing:

1. Project information to EDD management and other stakeholders.

2. A resource center for project managers that helps develop and refine skills related to project management. The PCS serves as a source on project methodology and standards. The ITB adopted a cohesive set of tools for project design, management and reporting, and the PCS assists project managers as they learn and apply these tools. In addition, the PCS has responsibility for departmental Feasibility Study Reports (FSRs), which includes:

   - Obtaining both internal and external project approval.
   - Acting as the single-point-of-contact with our control agencies (e.g., California Health and Human Services Agency, Department of Information Technology, and Department of Finance).

Other than FSRs, the PCS does not have responsibility for direct project oversight, but rather serves as an information resource. The PCS supports the following functions:

Management Reporting System

1. Prepare a regular report to senior management of the status of ITB managed projects from information provided by project managers.

2. Create and monitor an accessible directory of information on the ITB Tactical Initiatives and the projects associated with them.

Data Repository

1. Develop and maintain a centralized project management core

products and related documents file (e.g., status reports, project proposals) for all IT managed projects.

2. Develop an enhanced project tracking system that will:
   - Eliminate duplication between the current reporting repository and the current tracking system.
   - Provide the ability to manage data on IT projects effectively.

3. Develop and maintain an archive for completed or cancelled IT projects.

Project Management Support

1. Research and document project management best practices information.

2. Compile and maintain a library of project management tools such as training courses, reference books, and software and research papers.

3. Provide assistance to ITB staff in accessing, learning and use of project management tools and methods.

4. Establish and maintain a continuous improvement process for project management products.

Feasibility Study Report Support

1. FSR development assistance.

2. Document the internal process for:
   - Conducting a feasibility study
   - Documenting the study results
   - Gaining approval to proceed.

3. Compile and maintain a library of EDD FSRs (e.g., in progress, approved, and closed).

Evaluation of PCS Functions

1. Create a feedback process used by project managers, customers, and senior management to improve PCS services.

2. Design and conduct an evaluation of centralized project management effectiveness.

Marketing of PCS Functions

1. Develop and implement a marketing plan, which may include a newsletter and/or web site, within IT to educate staff about PCS functions and resources.

2. Develop and implement a marketing plan to educate and update EDD employees regarding project management principles and IT standards and procedures.

Franchise Tax Board Project Oversight and Guidance Section

Mission

The mission of the Project Oversight and Guidance (POG) Section is to contribute to the success of Information Technology projects within the Franchise Tax Board by providing oversight, guidance, and support to project managers, study teams, and executive management. To assist in achieving their mission, the POG will administer, evaluate, and update departmental project management processes, coordinate departmental oversight activities, and provide a consolidated view of the department's technology projects.

Objectives

- Coordinate the departmental tracking and reporting of IT projects.

- Administer, evaluate, and update departmental project management processes.
- Communicate processes through marketing and education.
- Ensure compliance with external requirements and departmental processes, policies and standards for IT projects.
- Act as a single-point-of-contact for IT-related project issues to external control agencies.

Services

- Provide staff support to senior management in the department's oversight of IT projects and issues.
- Manage and coordinate the Independent Verification and Validation (IVV) process.
- Provide support and guidance to project managers and/or study teams for the administration of IT projects, as appropriate.
- Maintain central IT project files.
- Provide research and support to the CIO and coordinate the related activities in support of the IT Governance Model.

Health and Human Services Agency Data Center PMO

The PMO within the Planning and Consulting Division (P&C) of the HHSDC provides Cannery project managers with project management support. The goal is to provide project startup assistance to Project Managers in support of optimizing their success to deliver projects on time, within budget, and that meet the customer needs. The HHSDC offers the following product and services:

- Consulting and mentoring
- Project management framework
- Training
- Tools and templates
- Project reporting
- Examples of best practices

State Controllers Office Information Systems Division PMO

The State Controllers Information Systems Division PMO mission to maximize its return on Information Technology investments by insuring Information Systems Division (ISD) will deliver timely, cost-effective information technology products and services through effective project management oversight, innovative business process engineering, business-oriented architecture engineering, and timely planning and integration of new technology.

The PMO is organized into the following four sections. Even though each of these sections has a distinct focus, they are implemented in an overall integrated fashion to provide quality, cost-effective IT services and support.

SD Business Activities and Administration Section

- Coordinates the development and maintenance of ISD business practices.
- Develops and publishes necessary IT policies and provides a standardized process required for use in documenting ISD business practices.
- Uses this process to create the processes, procedures, and metrics needed to carryout and evaluate essential PMO business practices.

- Conducts customer surveys and facilitates evaluation of survey results.

- Provides initial support for establishing a process to streamline the acquisition of IT products and services.

Architecture Engineering and Standards Section

- Develops and maintains an enterprise architecture in alignment with SCO business activities and in accordance with the Institute of Electrical and Electronics Engineers (IEEE) methodology.

- Uses this architecture to document current ISD business practices, information requirements, data, systems, and computers.

- Conducts high-level systems analysis that considers future business practices and evaluates emerging technologies in order to identify the information technical direction for the future.

- Recommends cost-effective use of new technology in support of evolving business activities.

- Establishes technical standards as required to achieve effectiveness and efficiency of IT activities.

- Develops IT portion of SCO's strategic plan including an objective architecture.

Tactical Planning and Integration Section

- Facilitates development of the ISD Tactical Plan and provides overall project implementation oversight.

- Provides specific proposals that recommend technical approaches and new technologies needed to meet current and future customer business requirements.

- Oversees the initial procurement and integration of new technologies for use within SCO.

- Facilitates development of business cases need to cost-justify projects, and reviews individual project plan technical approaches to ensure alignment with the objective architecture.

Project Management and Oversight Section

- Establishes and maintains PM processes to be used within ISD and maintains the ISD PM Handbook.

- Provides overall project coordination for major information technology initiatives. Conducts oversight of critical ISD projects and provides project management consulting in support of ISD Senior Management.

- Performs PM functions for designated ISD projects.

- Maintains a repository of ISD IT projects.

Teale Data Center PMO

The Teale Data Center PMO is located within the Customer Services Division. The goals of the PMO is to manage all projects initiated by the Data Center and provide PM support for any customer's request.

The PMO

- Serves in a PM support role for the Data Center and its customers.

- Serves as a repository of PM information.
- Provides a global view of the status of all projects active at the Data Center.
- Manages the capacity planning functions over the various Data Center service platforms.
- Has informal management authority over staff assigned to project teams.

Project Management Offices in the Industry

Information exists within the PM industry that provides insight and understanding to the development of PMOs. This information has been gathered in the following categories:

- **Expert Resources**—These resources provide a wide range of information that state agencies can review and make an assessment of their own PM needs.
- **Lessons Learned**—These resources provide information on issues already addressed and experiences that could prove invaluable in PMOs.
- **Resources**—These resources provide insight to different PM approaches and best practices in the industry.

Expert Resources

- **Project Management Institute**—The Project Management Institute (PMI) is a non-profit professional association dedicated to advancing the state-of-the-art in PM. PMI's aim is to promote professionalism in the practice of PM through a comprehensive support system.
www.pmi.org
- Project Management Body of Knowledge (PMBOK)
http://www. pmi.org/
publictnpmboktoc.htm

Lessons Learned

The article Hidden Roles of a Project Support Office by John Sullivan, PMP, identifies the following factors as key roles for a Project Support Office (PSO) or PMO:

- A successful PSO is an information broker, matching pieces of information to people or teams who need it.
- The PSO helps translate the larger direction of the company into action by aligning the project with corporate vision statements, divisional objectives and departmental mission statements.
- Many PSOs use a methodology–a system of principles, practices, and procedures applied to a specific branch of knowledge to put PM into practice. Use a methodology, but use it carefully.
- Make sure your PSO adds value by brokering, translating, implementing and facilitating. And when it does, discover one more role to play: promoter.
http://www.gantthead.com/
Gantthead/articles/
articlesDisplayContainer/
1,1380,14199,00.html

According to InterThink Consulting, the following are critical issues associated with building an effective PMO:

A successful PSO is an information broker, matching pieces of information to people or teams who need it.

- What is the role of a true PMO?
- How do we avoid creating the "project" or "methodology" police?
- What is the balance between mentoring and direct managing?
- To what degree is the PMO a support organization versus an interventionist organization?
- How do we build consensus that the PMO is a critical provider of value to our PM discipline?

According to an article entitled **Setting Up a PMO—A Million-Dollar Question?** *by Frank Winters*, the following steps are key to setting up a PMO:

1. Establish charter for PMO.
2. Identify and define desired business benefits and measurement methods.
3. Define governance structure.
4. Define the impact management process.
5. Define leadership and communications protocols.
6. Define risks and develop mitigation strategy.
7. Define project support function.
8. Define integration approach and methods.
   www.gantthead.com/Gantthead/articles/articlesDisplayContainer/1,1380,14194,00.html

Resources

- **PM Solutions**—PM Solutions is a consulting firm committed to providing premier service to clients requiring assistance in the implementation of PM. Their web page contains a number of articles and references.
  www.pmsolutions.com/
- **Maryland Year 2000 PMO**—This PMO was set up to specifically address Year 2000 issues and concerns. However, the web page is a useful resource as it shows the mission statement of the PMO, the organization chart, a table of PMO staff members, and a newsletter developed by the PMO, all of which could be used as templates for developing a new PMO.
  http://pmo.y2kmdok.org/pmo/index.asp
- **The Project Office** *by Thomas R. Block and J. Davidson Frame*—This book is written for managers who are trying to discover how best to implement projects in their organization. It reviews the functions project offices can carry out and shows how project offices can be set up to support these functions.
- **Gantthead—**This web site contains links to an extensive number of current PM and PMO articles, slide shows, research papers, and a discussion/comments section. Also included is a link to a PMO justification checklist. You must register to access the articles, but they are free. According to the introduction on the site, it was developed by project managers for project managers to provide the following:

1. Connections—to others who are managing projects like yours.

2. A place to get started—processes that you can customize for your needs.

3. Instant productivity boosts—deliverable templates & examples.

4. Access to experts—real people who understand what you are going through.

5. News that matters—stories that relate to what you are trying to accomplish.

6. Advice you need—tips on the art of managing your effort. www.gantthead.com/Gantthead/default

Interthink Consulting—A small, focused consulting firm, which develops and implements an organizational approach to PM, and creates the tools to measure and demonstrate its value, effectiveness and contribution to the organization. The site contains a paper on PMO implementation, which is informative. It also links to executive summaries of four years of Organizational Project Management Baseline Studies. www.interthink.ca/research/home.html

International Institute for Learning, Inc.—A training and consulting firm with an emphasis on PM and theory of constraints. The curriculum consists of:

- Three month daytime certificate
- Seven days of in-depth training
- Aligned with PMBOK Guide
- Featuring the Kerzner approach to PM excellence
- A PMI charter global registered education provider www.iil.com

Training in Project Management

The PMO could be responsible for the development of templates and guides for the various project processes and project deliverables as required. The PMO could also be responsible for developing training materials to support project managers, team leads, and project team members to implement the various processes. The PMO can provide support in providing mentoring and assistance to IT personnel. The training material can consist of presentations, examples, workshops, and application exercises. The training should consist of applying the principles of the project life cycle and processes to simple projects and relating them to projects within the department.

Different training curriculum includes the following:

Department of General Services Project Management Training

The Department of General Services (DGS) provides workshops that teach the PM methods developed by the PMI. The total cost is borne by the DGS Procurement division. The only expense to participating organizations is the effects of release-time for their employees. Workshop topics include PMI methods and the PMBOK areas of knowledge; Scope, Time, Cost, Quality, Human Resources, Communication, Risk, and Procurement.

It includes nine 3-hour sessions dedicated to preparing the individual to pass the PMI Project Management Professional (PMP) examination. Individuals must be accepted by PMI as a PMP candidate prior to participating in this workshop series. Please see PMI acceptance requirements below.

To enroll in these classes, send a request to John.Ashbee@DGS.CA.GOV

University of California Davis Training

UC Davis, University Extension offers a Certificate Program in PM. This 22-unit program is designed to give managers the tools to successfully manage any type of project, regardless of scope or industry. This program is for professionals who plan, manage, and control projects, and anyone interested in learning the latest PM tools and methodologies. Completion of this certificate gives you the knowledge to prepare for the PMI PMP Certification exam. The classes range from $300 - $600. For more information, you can log on to their website at www.universityextension.ucdavis.edu.

In-House Training

Consultants can conduct training in-house. For example, the Department of Transportation arranged for custom training, provided by a consultant, to prepare candidates to pass the PMI exam. The costs are lower than UCD classes and can be tailored to meet each organization's needs. Typically, it is a 14-day class to cover all the program modules needed to take the PMI exam.

PMI Exam

In order to be accepted by PMI, a PMP candidate must present proof of education and project experience. With less than a bachelors degree, 7,500 hours of project experience must be documented; with a bachelor's degree, 4,500 hours of project experience must be documented. When this is accepted by PMI, an authorization for testing is issued that is valid for 90 days. The certification examination measures a candidate's knowledge and understanding of the PM body of knowledge. It consists of a computerized test with 200 questions (137 to pass) and allows 4 hours to take the exam. The cost for the exam is approximately $405 for PMI Members and $555 for non-members.

For details about the exam (including sample test questions), and to download the PMP Certification book and PMBOK, see www.pmi.org.

PMP/PMI Study Group

Many PMI Chapters conduct test preparation Study Groups. For information regarding PMI Study Group dates and location, please contact:

Mr. Andrew Y. Kim (916) 554-1752
akim@kpmg.com

For information regarding PMP preparation study groups, visit the ESI International website at www.esi-intl.com.

Project Management Office Tools

PMO tools are available to assist PMO and Project Managers with controlling their projects. These tools can be helpful.

Company	Product Name	Internet URL
4aBetterBusiness, Inc.	Plan & Progress Tracker	www.4abetterbusiness.com
ABT Corporation	Project Management Workbench	www.abtcorp.com
Advanced Management Solutions	AMS REALTIME Product Suite	www.amsuse.com check link
Client/Server Connection Ltd.	CS/10,000	www.csci.com
Computer Associates	Super Project 5.0	www.cai.com
Crest Software	CD Project Professional	www.crestsoft.com
Critical Tools Inc.	WBS Chart Pro (for MS Project)	www.jsaproj.com
Critical Tools Inc.	Pert Chart Pro (for MS Project)	www.jsaproj.com
Experience in Software Inc.	Project Kickstart	www.projectkickstart.com
IMS Corp.	Project Explorer	www.imsisoft.com
IMSI	Turboproject 2.0	www.imsisoft.com
Kalyn Software	Pacific Edge - Project Office 3.0	www.kalyn.com
Marin Research	Project Gateway	www.marinres.com
Meridan Project Systems	Prolog Manager 6	www.mps-inc.com
Microsoft	Project 2000	www.microsoft.com
PCF Ltd.	QEI Executive	www.pcfltd.demon.co.uk
Primavera	SureTrak Project Manager 6.5	www.primavera.com
Prochain Solutions Inc.	ProChain	www.prochain.com
ProjectTrak	ProjectTrak Project Manager	www.projectrak.com
Projectware	MPS Integrator, MPS Program Mgr., MPS Team Tracker	www.projectware.com
Scitor Corporation	PS 8 Suite	www.scitor.com

Risk Management Tools

Company	Product Name	Internet URL
Applied Biomathematics	RAMAS Risk Calc	www.ramas.com
C/S Solutions Inc.	Risk+	www.cs-solutions.com/ riskplus.htm
C/S Solutions Inc.	Winsight	www.cs-solutions.com/ winsight.htm
Decision Products Inc.	Risk Driver	www.decisionproducts.com
Decisioneering	Crystal Ball Pro	www.decisioneering.com
Dekker Ltd.	Trakker Accomplishments/Risks	www.dtrakker.com
Mainstay Software	STAR	www.mainstay.com
Palisade Corporation	@RISK (MS Excel, Lotus 123)	www.palisade.com
Palisade Corporation	@RISK for Microsoft Project	www.palisade.com
Palisade Corporation	Riskview	www.palisade.com
Price Systems	REMIS	www.buyfs.com
TreeAge Software	DATA 3.5	www.treeage.com

Cost and Benefit Analysis Tools

Company	Product Name	Internet URL
Dekker Ltd.	Trakker Earned Value	www.dtrakker.com
Legacy Systems Research	Cost$Benefit Analysis Tool	www.costbenefit.com
Software Productivity Research	Knowledge Plan 3.2	www.spr.com
Welcom Software Technology	Cobra	www.wst.com

Resource Planning Tools

Company	Product Name	Internet URL
AEC Software	FastTrack Schedule 7.0	www.aecsoft.com
Artemis	Project View	www.artemispm.com
Dekker Ltd.	Trakker Planning and Budgeting	www.dtrakker.com
HS Technologies	Team Tracker	www.hstech.com.au
IMS Corp.	Project Explorer	www.imscorp.com
KIDASA Software	Milestones Pro 2000	www.kidasa.com
Madrigal Soft Tools	ResSched	www.madrigalsoft.com
Micrologic	TodoManager 1.0	www.miclog.com
Welcom Software Technology	Open Plan	www.wst.com check link

Control Agencies

Understanding Control Agencies

Program Management (PM) is a primary role of the IT manager, and successful PM is often dependent upon successful interaction with one or more of the State's control agencies. Although there are many control agencies, this chapter focuses on those you will interact with most often:

- Department of General Services
- Department of Finance
- Department of Information Technology
- Department of Personnel Administration
- Office for Innovation in Government
- State Personnel Board * Legislative Analyst's Office

The control agency interaction is defined from a project life-cycle perspective. The chapter has been delineated by four project life-cycle phases, and each phase identifies high-level tasks and, where appropriate, the tasks are mapped to the responsible control agency. The four life-cycle phases are:

- Conception and Planning
- Initiation
- Implementation
- Close-out

Although it may not be apparent to you, as you conduct your day-to-day work, many of the scheduling constraints you experience in your attempt to gain control agency approval are imposed as a result of the State's budget cycle. This chapter provides an overview of the State budget cycle and its effect on the IT project approval cycle and the control agencies with which you will interact.

The Department of General Services

The department consists of 6 divisions, 23 operational offices, 4,000 employees, and a budget in excess of half a billion dollars. There are two divisions that you may need to deal with:

- Telecommunications Division
- Procurement Division

The Telecommunications Division develops and implements policies, standards, practices, and procedures for economic and efficient development of state telecommunications facilities. The division provides services to all state agencies for radio, telephone, teletype, microwave, closed circuit TV, emergency telephone programs, data transmission, and any special telecommunications facilities. Services include consulting, planning, engineering, installing, maintenance, specifications, Federal Communications Commission license applications, equipment evaluation, special studies, and management of state telecommunication facilities and equipment. The Division was established September 19, 1947 and consists of two distinct offices-the Public Safety Radio Services Office and the Telephone and Network Services Office. For more information about the Telecommunications Division, access their web site at http://www.telecom.ca.gov/.

...successful PM is often dependent upon successful interaction with one or more of the State's control agencies.

The Procurement Division is the State of California's central purchasing and materials management agency. Created in the 1920s, the division was originally located in the Department of Finance and was moved to the Department of General Services in the 1960s. Under the authority of a 1955 statute, Procurement is responsible for the competitive bidding process, the pre-qualification of bidders, the maintenance of a State bid list, the use of non-restrictive product specifications, and resolving supplier protests. The Procurement Division is currently located in both Sacramento and Fullerton, California. For more information about the Procurement Division, access their web site at www.pd.dgs.ca.gov/.

The DOIT has been charged with providing leadership, guidance, statewide coordination and oversight of IT in state government...

The Department of Finance

The Department of Finance assists and advises the Governor in the formulation of the Administration's policies and programs. The principal functions of the Department are to: (1) supervise the development of the Governor's Budget; (2) serve as the Governor's chief fiscal and policy advisor; (3) assure responsible and responsive State resource allocation within available resources; (4) foster efficient and effective State government processes; and (5) establish integrity in State fiscal and program performance databases and systems. Finance analyst's review and approve each department's budget annually.

The Technology Investment Review Unit (TIRU) within Finance is responsible for the budgeting and control of state information technology (IT) expenditures. Finance approval is required for all state IT expenditures. The State Administrative Manual (SAM) Sections 6700 through 6780 present Finance's basic IT policies and reporting requirements. Annual updates to these policies, requirements, and procedures are addressed in annual Budget Letters.

TIRU meets the department's IT budget responsibilities through:

- Reviewing all IT proposals and ensuring IT expenditures represent a prudent investment of resources while meeting the state's business needs.

- Recommending funding and/or expenditure authority for IT projects, commensurate with the substantiated needs, and any necessary fiscal controls to the Finance Program Budget Manager responsible for a department's budget.

- Working with the Department of Information Technology (DOIT) to ensure that all approved IT expenditures are in alignment with statewide IT policies and strategies.

For more information about the Department of Finance access their web site at www.dof.ca.gov, and for more information about TIRU, access their web site at http://www.dof.ca.gov/html/TIRU/tiru_home.htm.

The Department of Information Technology

The DOIT has been charged with providing leadership, guidance, statewide coordination and oversight of IT in state government pursuant to Chapter 508, Statutes of 1995 and its successor, Chapter 873, Statutes of 1999. The DOIT is engaged in developing a new IT model that will carry the state into the 21st century.

The DOIT staff will provide oversight in the following areas: application development, PM, IT procurement, IT contract management, IT vendor management, data center issues, network services, operational recovery plans and security. For more information about the DOIT, access their web site at www.doit.ca.gov.

The Department of Personnel Administration

The Department of Personnel Administration represents the Governor as the "employer" in all matters concerning California State personnel employer-employee relations. As such, they are responsible for all issues related to collective bargaining including classification, pay, benefits, training, and other related matters, which are bargained for the State of California. For more information about the DPA, access their web site at www.dpa.ca.gov.

The Office for Innovation in Government

The OIG champions the Governor's vision of customer-driven government services that are cost effective, easily accessible, and promptly delivered.

The OIG works with State agencies and departments to:

- Identify and review state business practices that directly affect consumers.
- Facilitate task forces of state employees and private sector volunteers to develop solutions to benefit customers.
- Partner with private sector to apply the best practices and customer service strategies.
- Measure the level of customer service and report results to the public.
- Maintain a repository of best practices and identify transferable business practices.
- Communicate results, lessons learned and innovative best practices.

The State Personnel Board

The State Personnel Board (SPB), within the framework of a merit system established by the State Constitution, oversees all aspects of the merit employment system, develops examining techniques to select and rank qualified applicants, receives and resolves appeals on medical issues, discrimination complaints, and adverse actions. SPB also has the responsibility for coordination and evaluation of affirmative action/equal employment opportunity efforts within State departments as required by State law and policy. In addition, SPB administers the Career Opportunity Development Program for disabled clients of the Department of Rehabilitation and also provides technical assistance to other departments in the utilization of the Career Opportunity Development process for welfare recipients. For more information about SPB, access their web site at www.spb.ca.gov.

The Legislative Analyst's Office (LAO) has been providing f iscal and policy advice to the Legislature for more than 55 years.

The Legislative Analyst's Office

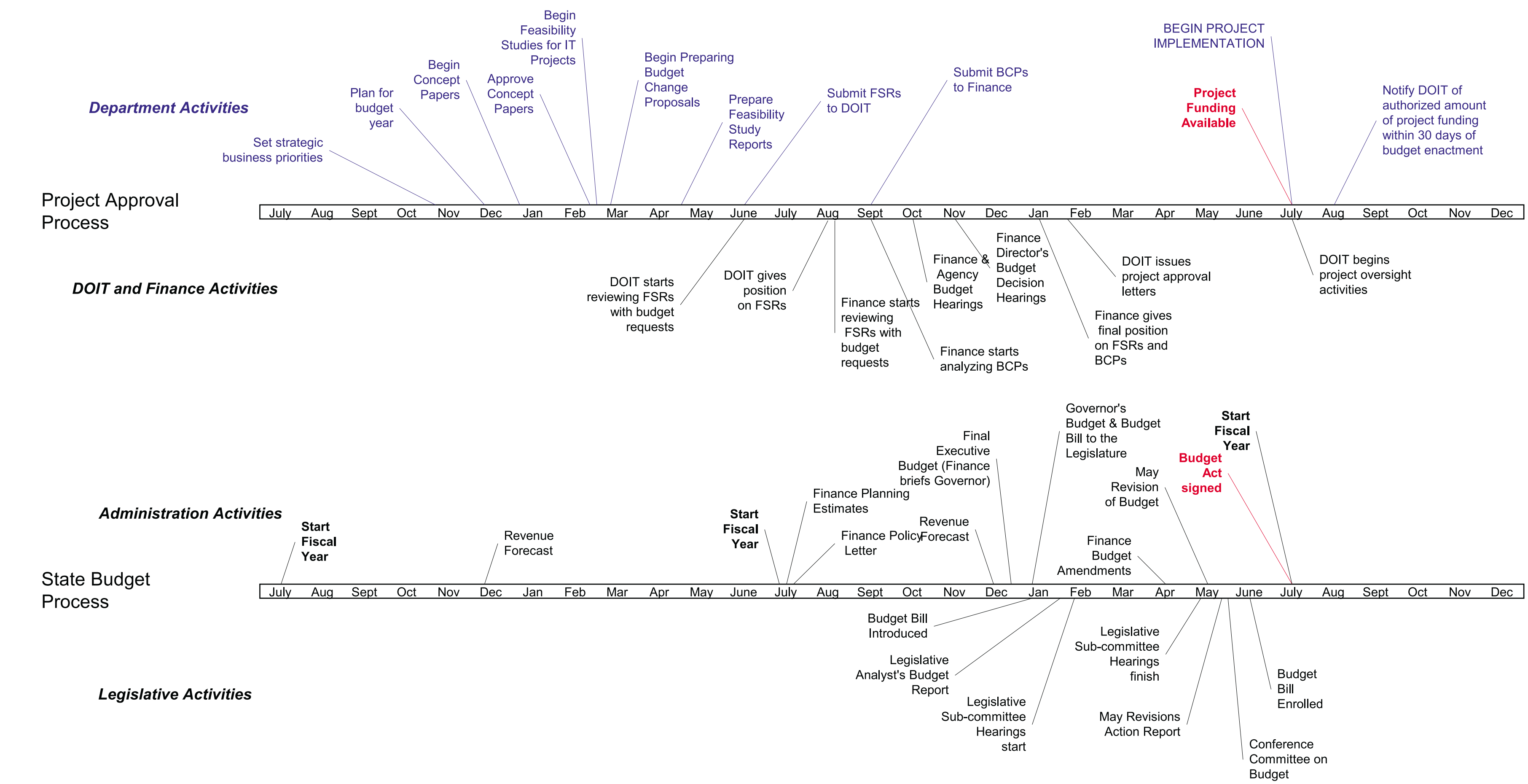
The Legislative Analyst's Office (LAO) has been providing fiscal and policy advice to the Legislature for more than 55 years. It is known for its fiscal and programmatic expertise and nonpartisan analyses of the state's budget.

The LAO is overseen by the Joint Legislative Budget Committee (JLBC), a 16-member, bipartisan committee. The office currently has a staff of 49. The analytical staff is divided into seven subject area groups of fiscal and policy experts.

The office serves as the "eyes and ears" for the Legislature to ensure that the executive branch is implementing legislative policy in a cost efficient and effective manner. The office carries out this legislative oversight function by reviewing and analyzing the operations and finances of state government.

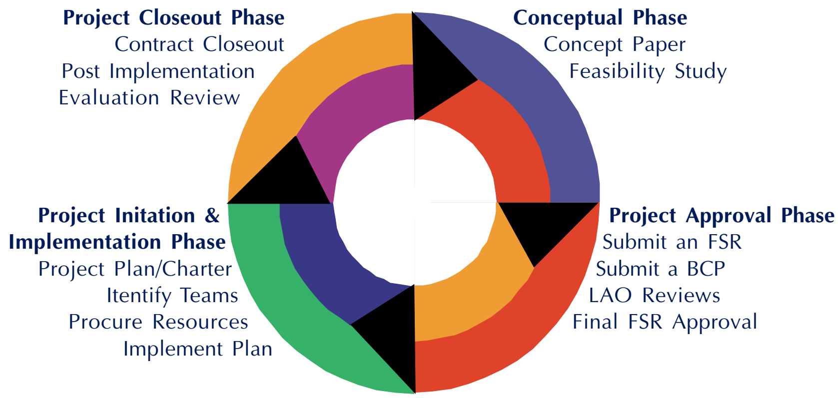
Historically, one of the most important responsibilities of the LAO has been to analyze the annual Governor's budget and publish a detailed review at the end of February. This document, the Analysis of the Budget Bill, includes individual department reviews and recommendations for legislative action. A companion document, the Perspectives and Issues, provides an overview of the state's fiscal picture and identifies some of the major policy issues confronting the Legislature. These documents help set the agenda for the work of the Legislature's fiscal committees in developing a state budget. Staff of the office work with these committees throughout the budget process and provide public testimony on the office's recommendations. For more information about the LAO, access their web site at www.lao.ca.gov.

Timeline for Approval of IT Project with Budget Request



June 2000

Project Life Cycle



Conceptual Phase

The Concept process will vary depending upon individual entities.

Draft Concept

Individual(s) will draft a concept proposal
Typically short and concise in nature
1) What problem/opportunity is being addressed
2) Has there been an informal request or is this
an employee's idea?
3) Is this reengineering a current process?
4) Outline concept/idea
5) Identify potential sponsor

Submit concept to select individual(s)

If co-workers, management, and key customers agree with concept,
then proceed. If not, rethink concept further - do not waste upper management's
time
when there is no support

Submit concept to IT management for buy-in

If IT Management accepts proposal, proposal will need to be prepared formally

Prepare formal concept proposal

Formal concept proposal includes:
1) Purpose
2) Benefit/opportunity
3) Possible deliverables
4) Possible business partnership
5) Possible alternatives,
6) Possible high-level work plans
7) Estimated cost range
8) Identify potential legislative sponsor

Note:
This is sometimes known
as a Pre-Budget Change Proposal
or a Budget Change Concept
Proposal

Submit formal concept to Executive Management

Proposal to Executive Management
may or may not include Agency Secretary
depending upon State entity
If accepted . . .

Note:
To improve the entity's relationship,
submit a draft to Finance.

Identify potential Legislative sponsor

Rarely, an entity may use the legislative process
to gain sponsorship at a higher level. When
necessary,
an entity needs to work through its own legislative
office to develop the political relationships
and lobby for support.

Conduct a Feasibility Study

Under certain circumstances, an FSR is
reportable to control agencies. Refer to State
Information Management Manual (SIMM)
Vol. I & II 5.0 FSR.

Notes: Refer to SAM for projects
which fall under the workgroup
computing policy and therefore do not
require an FSR. As of print date,
DOIT
no longer requires a Pre-FSR.

Project Approval Phase

Submit Feasibility Study Report	A formal FSR must be submitted in accordance with State Information Management Manual (SIMM) Vol. I & II 5.0 FSR	DOIT, Finance Hint: Begin building a relationship by including DOIT and Finance early in the process. It is important to remember that the control agencies are trying to understand what the real problem is and if the project addresses the real problem.
Submit Budget Change Proposal	Funding Document - any changes to the baseline budget is defined in a BCP and must be approved by Finance to be included in the Governor's Budget	Finance/TIRU, as an integral part of the Budget Process, reviews BCPs and provides a technical appropriatness assessment. Additionally, DOIT reviews BCPs under certain conditions. Refer to DOIT for specific information. Note: BCP criteria is normally published during the spring as a budget letter.
LAO Review	LAO reviews BCP and FSR for the Legislature and issues a nonpartisan opinion in <u>Analysis of Budget Bill</u>.	LAO Hint: Warning signs that attract LAO's attention: Track record; status of entity's IT organization; high cost (over $5 million); years to implement (over 1.5 yrs.); integrating projects; and mandated deadlines to complete.
Final FSR Approval	DOIT submits recommendation to Finance Finance submits approval/denial memo to Department pending the Legislative Budget process.	Finance, DOIT, LAO, Assembly, Senate, Governor

Project Initiation and Impletmentation Phase

Submit Feasibility Study Report	A formal FSR must be submitted in accordance with State Information Management Manual (SIMM) Vol. I & II 5.0 FSR	DOIT, Finance Hint: Begin building a relationship by including DOIT and Finance early in the process. It is important to remember that the control agencies are trying to understand what the real problem is and if the project addresses the real problem.
Submit Budget Change Proposal	Funding Document - any changes to the baseline budget is defined in a BCP and must be approved by Finance to be included in the Governor's Budget	Finance/TIRU, as an integral part of the Budget Process, reviews BCPs and provides a technical appropriatness assessment. Additionally, DOIT reviews BCPs under certain conditions. Refer to DOIT for specific information. Note: BCP criteria is normally published during the spring as a budget letter.
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Project Closeout Phase

Contract Closeout (if applicable)	Prior to project closeout, contracts must be closed. 1) All invoices received. 2) All payments made. 3) Remaining monies disencumbered.	DGS
Post Implementation Evaluation Report (PIER)	The PIER is the final review of the project and is used to determine project success. The level of detail must be commensurate with the scope and complexity of the project and its anticipated benefits.	Finance, DOIT Note: All IT projects are subject to audit. Documentation supporting project decisions must be kept by the entity for a minimum of two years following approval of the PIER.

Helpful Hints for Dealing with the Control Agencies

Planning
For advance planning, it is better to contact control agencies during their slow periods. Work with each control agency to determine those times.

If you deal with an agency information officer, know what their timelines are. Sometimes they have a different timeline than DOIT and TIRU.

Having a Strategic Plan in place will facilitate FSR approval. The FSR documents refer to this as the Agency Information Management (AIMS)

Discuss Federal FSRs - DOIT and TIRU may accept them in place of a State FSR.

Meetings
If you scheduled a meeting between DOIT and TIRU, and one agency is unavailable, reschedule.

Confirm meeting attendance that morning.

Building Trust
Work within the timelines. Do not give control agencies any excuses to deny your project.

Your reputation precedes you - do not ruin it.

If you disagree on a point, approach the issue with tact.

Denials
There is a formal process for appealing BCP denials. The Finance Letter for creating a BCP discusses the process.

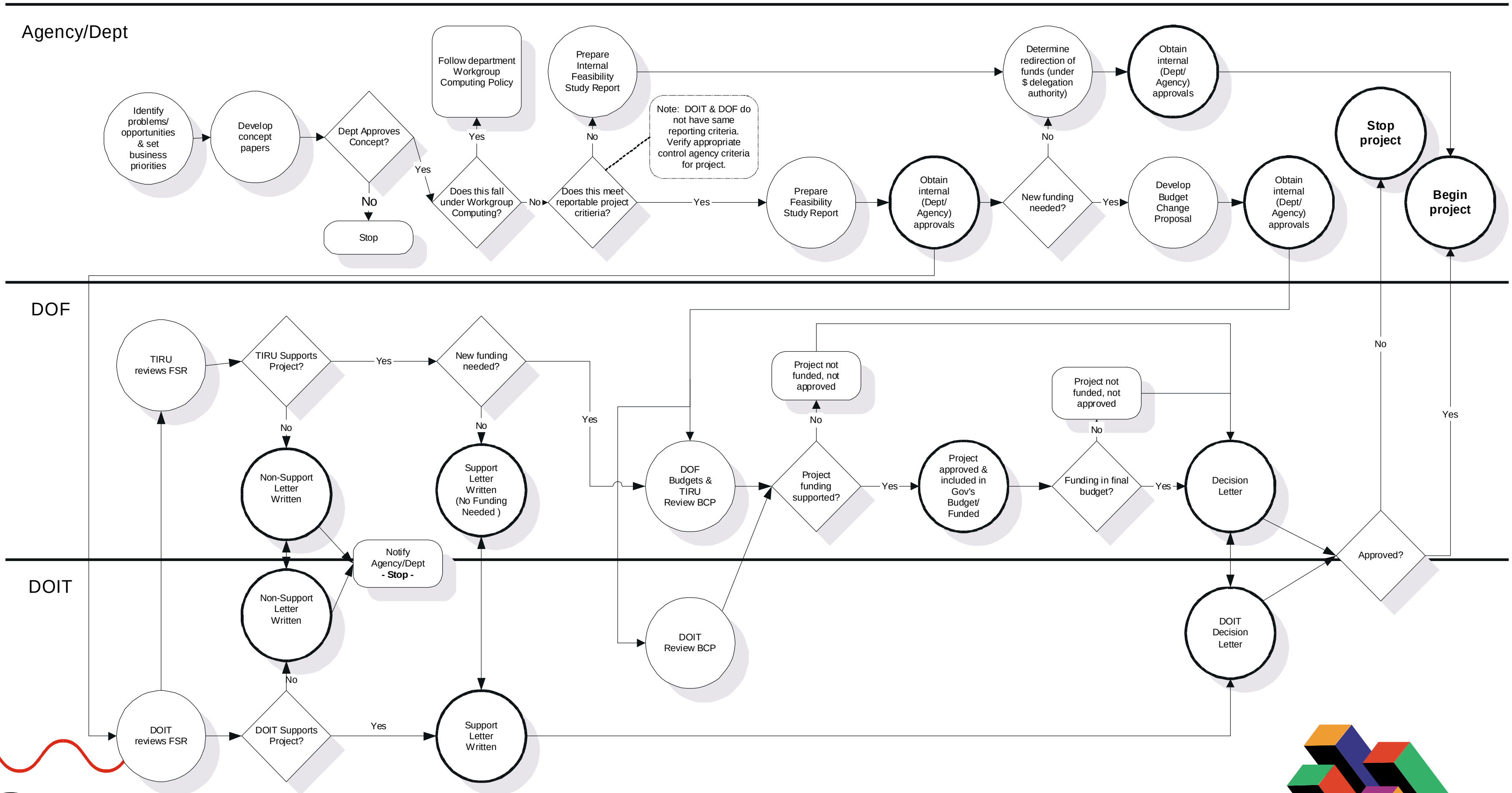
There is an informal process for appealing FSR denials. Elevate discussions to the next level, up to the director if necessary.

Define the problem well, taking care to avoid an over emphasis on technical terms. A common denial statement is that you did not clearly state the problem or list the consequences of inaction. Do not assume that others will understand. Present a clear case.

Appendix

Project Initiation and Approval Process for Information Technology Projects

May 8, 2001



Finance's Responses to Questions on Completion Times

Estimated Days to Process:	Average	Maximum	Minimum
607s	18	90	2
BR/EOS	51	330	5
Sec 27,28,28.5 letters	35	90	9
Other section letters	26	45	7
OST blanket	23	75	2
OST (individual)	10	40	1
Fed Grant requests	14	45	3
Form 9s	10	30	2
Schedule 10s	22	45	3
Budget Galleys	25	45	6
S&W Galleys	26	60	7
Planning Estimate	14	50	1
Torts, etc	9	30	2
FSR/SPR	42	120	7
"Other" forms	5	5	5

Website Locations

Many State of California government agencies have an Internet presence. Listed below are control agency web site addresses and key web site addresses within some of the control agencies:

Department of Finance
http://www.DOF.ca.gov

Department of Information Technology
http://www.doit.ca.gov

Department of Personnel Administration
http://www.dpa.ca.gov

Department of General Services
http://www.doit.ca.gov

Legislative Analyst Office
http://www.LAO.ca.gov

Governor's Office of Innovation
http://www.iig.ca.gov/

Finance Styles Guidelines
http://www.dof.ca.gov/fisa/bag/guidelines.pdf
This multi-page document provides both styles suggestions and tips to departments preparing materials reviewed by Finance.

Finance Budget Change Proposal (BCP) Guide
http://www.dof.ca.gov/fisa/bag/bcps.htm

DOIT - Initiation and Approval Process
http://www.doit.ca.gov/SIMM/default.asp#PIATraining
This web site walks the novice through the steps to initiate and gain approval for a new IT project, including the Risk Assessment questions and tools.

DOIT
http://www.doit.ca.gov/SIMM/ProjectManagement/ProjManagement.asp
This multi-chapter site will assist both the new and seasoned project manager to understand the expectations DOIT has when a department initiates and implements an IT project.

Glossary

Acronym	Description
APBJ	**Alternative Procurement Business Justification**—The APBJ presents the business problem being addressed, the business functional requirements, and preliminary cost and benefit estimates for alternative procurement projects. This document is used by Finance to determine initial support for an alternative procurement project.
BCP	**Budget Change Proposal**—A BCP is a proposal to change the level of service or funding sources for activities authorized by the Legislature, or to propose new program activities not currently authorized.
BL	**Budget Letter**—BLs are issued by Finance to provide direction for departments when preparing documents for the Department of Finance or for documents that are to be submitted for a budget action.
CIIN	**California Integrated Information Network**
DGS	**Department of General Services**
DOF or Finance	**Department of Finance**
DOIT	**Department of Information Technology**
DPA	**Department of Personnel Administration**
FSR	**Feasibility Study Report**—The FSR is a summary of the results of a feasibility study conducted by a department to address an IT problem or opportunity. It comprises the formal request by the department to initiate an IT project and a comprehensive presentation of the business case, the proposed solution, the project management methodology, the risk management plan, and the economic analysis worksheets. Once approved, the FSR establishes an agreement between the department, DOIT, and Finance as to how the project is to proceed.
FSR ER	**Feasibility Study Report Exemption Request**—The FSR ER is a document used by departments to ask for exemption from review and approval by the DOIT and Finance of IT projects. Exemption approval does not relieve the department from conducting a feasibility study and completing a FSR. It only eliminates the control agency approval.
IFSR	**Internal FSR**—A FSR that has been delegated to the department for review and approval. It is not subject to review and approval by the control agencies.

Glossary (continued)

Acronym	Description
MM	**Management Memo**—Memos issued by the Department of General Services to provide clarification of certain items in the State Administrative Manual. In the last few years the Department of Information Technology has used the Management Memo to issue clarification of the Statewide Information Management Manual.
OIG	**Office for Innovation in Government**
PSP	**Project Summary Package**—The PSP is a summary of the detail contained in the FSR or SPR. This document is required by the DOIT for each FSR or SPR submitted to the DOIT and Finance for review and approval.
RFP	**Request for Proposal**—A RFP is the procurement document released to the vendors. The document presents the State's requirements that the vendors must meet with their proposed systems. For an alternative procurement, the RFP usually contains only programmatic requirements for which the vendors propose specific technical solutions. Selection is based on overall "best value" to the State. For standard procurements, the State defines both programmatic and technology requirements and selection is usually based on the lowest cost proposal.
RPTBL FSR	**Reportable FSR**—A FSR that is subject to review and approval by the DOIT and Finance.
SIMM	**State Information Management Manual (SIMM)**—The SIMM was developed and is maintained by the DOIT. It is specific to IT projects and project approval.
SPB	**State Personnel Board**
SPR*	**Special Project Report**—A SPR is a detailed project change proposal. An SPR is required any time a project changes in costs, benefits or schedule by 10 percent or more, or if a significant change occurs in the project's scope or methodology. Approval of an SPR constitutes a new approval agreement between the department, the DOIT, and Finance.
	*Budget funding requests are frequently associated with these documents.
TIRU	**Technology Investment Review Unit**

Glossary (continued)

Acronym	Description
PIER	**Post Implementation Evaluation Report**—A PIER is developed after the project has been completed and in production a sufficient period of time to assess its functionality and productivity. Costs and benefits are compared against the estimates presented in the last approved FSR or SPR. A PIER is the final reporting requirement for a project. Once the PIER is approved, the project is officially complete and the system is considered a production system.

Academy Interviews, Participants, and Resources

Participating in the Information Technology Manager's Academy (ITMA) is one of the best opportunities any State IT manager, supervisor, or aspiring technology leader in information technology can have. Not only do you get a chance to trade information, swap ideas, and peruse the mind of your peers, class manager's, and sponsor's, you get the opportunity to develop professional working relationships and listen and learn from each other's experiences. Featured below are interviews of the ITMA VIII class managers and sponsors, photograph's of ITMA VIII participants and the Napa offsite workshop; and directory containing information of past academy participants.

Class Manager and Sponsor Interviews

Dick Brothers Interview of February 8, 2001

Question: Who were your mentors and what did you learn from them?

Answer: I was very fortunate to have several mentors during my career. Almost all of them were people I reported directly to. A few of the most important things I learned from them were: kindness works; differing opinions are healthy; don't just accept the differences between people but value the differences between people, and capitalize on the differences.

Question: What should academy participants strive for to be successful?

Answer: Academy participants are classified as managers and, as such, need to develop both management and leadership skills. Those two things obviously both involve people. So...in order to be successful, the participants must understand people. It is a huge part of our jobs. Although in our jobs, it's important to understand technology, it is even more important to understand people. If you don't understand people, you won't do well leading people or being a manager. To cite some examples: It's important to understand personality types, learning styles, the different roles people play on a team, and what different things motivate people. All these things will enhance your ability to be successful at leading people. Even doing something as simple as taking a course or two in psychology will help.

Additionally, in order to be successful in one's job, it's important to keep things in perspective in one's life. In order to be successful in your job, you need to understand your job isn't the most important thing in your life.

Lastly, keep things in perspective at work. In a recent leadership class I was in, it was suggested we ask ourselves this question when faced with what seems to be a big problem: How important will this be next week - or next month? You'll still need to address it, but it may not feel as heavy.

Question: How do you motivate staff—address recruitment and retention issues?

Answer: The recruitment and retention issue is a huge problem. I don't have anything particularly creative or innovative to suggest. In terms of retaining people, I've found regular, informal, and timely praise and thanks is the single most powerful thing I can personally do. The higher your management classification, the more people tend to put you in that "unapproachable" category. That's unfortunate; but the good thing about this pedestal they may have accidentally put you on is how much your personal attention and affirmation of what they're doing means to them. I find it's very powerful to drop by and commend people for something specific they've recently done. People react very positively to this interaction. Unfortunately, there is a dynamic here that is pretty typical; the more responsibility you have, the busier you get, and the less you make time to do this. I need to remind myself regularly to do this. In terms of recruitment, rewarding people's work with praise helps retain people and if you develop a reputation for doing so, that reputation will, in turn, help attract new staff.

Question: What is the most challenging issue facing IT and how would you address it?

Answer: Recruitment and Retention, which I just spoke to, is one of the most challenging issues facing IT. How do we attract the IT talent to work for us? How do we keep the talent we have and in whom we have invested so much? Until the State's human resources control agencies step up to this task, it's going to continue to be very difficult. In the meantime, we can sell the quality of life that we offer to potential employees, and we can treat our current employees like gold.

Question: What originally piqued your interest in the IT career field?

Answer: I was living in Sacramento, looking for a job, and a friend suggested I take all the State's entry exams I qualified for and get on several employment lists. I interviewed for Computer Operator Trainee, was offered a job, and I took it. That's how I got into this field; however, I stayed because I discovered this was an exciting business, and the people I worked with were intelligent and interesting. I've found IT folks generally have a very diverse set of interests outside of work. I enjoy being around intelligent and interesting people.

Question: What was your most challenging assignment and why?

Answer: It was when I found myself working in an organization where there was no alignment between the organization's values and my personal values. This was a very difficult time in my life. I found I couldn't continue to work in that organization.

Question: What was your greatest contribution and or accomplishment?

Answer: In another department, I had the opportunity to lead my division's management through a culture shift with a strong emphasis on quality, customer service, measuring our quality, and operating as a team and less like a structured organization. This took place over a four-year period. It was quite a journey and one of the most exciting things I've done during my career.

Also, anytime I have the opportunity to teach informally or formally, I feel I'm contributing.

Question: What would you like to be remembered for?

Answer: That I added value, I contributed on a regular basis, I treated people well, and I was fun to work with.

Question: Assess the value of technical knowledge versus administrative knowledge in performing your duties.

Answer: If I can add two more areas, leadership and management knowledge, I'd break down the importance of each of these areas as follows: 20 percent Technical, 5 percent Administrative, 25 percent Managerial and 50 percent Leadership.

Question: On a typical day - what role do you play?

Answer: It sounds trite, but each day, I look for opportunities to add value to the organization. For example, there may be an obstacle in staff's way and they can't move it. If it's one I can move, I'll step in. I also believe it's my responsibility to regularly promote my staff's successes to other people. It's sometimes difficult for our customers to fully appreciate the value that the IT people bring, and they need to be reminded.

February 8, 2001 interview with John Moise

Question: Who were your mentors and what did you learn from them?

Answer: It has been very, very hard for me to find mentors in my professional adult work life. I have found that I have extracted a lot of learning from many of the people with whom I've worked. About four or five years ago I was introduced to the concept of a mentor. So, I looked around and said, "calling a mentor, calling a mentor." I identified a consultant at the Health and Human Services Data

Center named George Thomas. George had had a career in the military, the legislative analyst office, and worked as an independent consultant. He was very involved in Demming and the notion of continuous improvement, change management, organizational effectiveness, and performance measurement and monitoring. George had provided a series of training sessions to DDS staff and when the training was finished I was feeling a need to maintain that connection. I needed a reality check, particularly with someone who I wasn't affiliated with from a work perspective. I was out to lunch with him one day and I said, "George, I want a mentor, and I want it to be you." He looked at me and wasn't sure what being a mentor meant. I wasn't either, so we figured it out together.

We began to get together once a month for lunch. I brought issues that I wanted to talk about, and sought a discussion opportunity. What I learned from this was that he didn't have answers, but he was able to offer perspective, and I needed to have someone with a different perspective to talk about items to in order to develop my own answers. The second mentor, but not really a mentor, was Cliff Allenby. Shortly after Cliff became the Director here I went to him and said, "Somehow or another you know a lot and you've done very well. Both the Republicans and Democrats like and respect you and I've never seen that before. I would like to understand how you've accomplished it." I proposed that we meet once every four to six weeks. He agreed and I began to meet for about an hour-and-one half, every four to six weeks. I would come to the session with three or four or five questions and asked him to share his experience in state government and the development of his career. Cliff is a legend- it's just amazing. What I learned from Cliff was a little different from what I learned from George. Cliff focused on principles he has adopted: 1) "never burn a bridge," 2)"it helps to be at the right place at the right time," and 3) "pick the three or four things that are important and to focus on those because the organization can't do more than that at any one time." He also shared his experience in hiring. He said, "I never believe in the interview." The interview just says this person is able to talk good...car salesmen can talk good too, but I wouldn't want to hire one." He advised focusing on the individual's performance from prior work experience. Cliff says, "every time I made decisions based on interviews, I made terrible hiring decisions."

George taught me that you need to know how to develop an organization that knows if they're doing the right things, and if they're getting better, and provide guidance and opportunity to improve over time. That idea led me to explore organizational developmental, staff training and communication concepts and ways of learning how to effectively answer the questions; are we doing the right things. I've also incorporated Cliff's philosophy and try to focus on the three or four things we are doing well. With that cycle and that information cycle it has been real key in bringing me to do specific things or know how to prioritize where to spend time and resources. So that's my answer to number one, thank you for asking.

Question: What should we, the academy participant, strive for to be successful?

Answer: I have lots of answers. One answer is "do what you love and love what you do." When my son graduated from college our commencement address was from the CEO of RockPort Shoes who described his career from graduating with a bachelor's degree in rhetoric from UC Davis to being the CEO of RockPort twelve years later and Senior VP at Reebok, saving them from bankruptcy. He summed it up with "Do what you love and you will do it very well." I've found that when you find out what those things are that you really like to do you will discover that you do them very well. If I were to ask, " if you're interested in being effective in leadership positions, what do you need to do to be successful?" I think the answer would be, figure out how to have your part of the organization add value to your customers, and be a catalyst for inspiring people and enabling people to improve." Take stock every six or twelve months and ask, "are we doing the right things and are we doing them well?" You should do that for yourself and you should do that for your organization. I also think it is very important to walk your talk when it comes to believing that people want to do a good job. The job of a leader is to figure out how to make systems respond to people's interest in doing a good job and to enable that to occur. If you want to be really successful, create things that people look at and say, "I don't know how he/she does that, but it just works." People don't know what goes on over there but everyone seems to like being there and the folks they provide services to are really happy with that." Give away credit and immediately except blame, focus on growing your people and your organization. Figure out what the right thing to do is, give people the resources they need, build their accountability, and turn them loose. There is nothing more exciting than seeing a group of people who have clear vision, the tools to get the job done, and the freedom of flexibility to create their own way.

I had the opportunity yesterday to watch the people in one of our areas do that. It's like all of sudden you get critical mass and it starts to be a self-perpetuating thing. Build in measures to check their effectiveness and feed that back to them. Start with an attitude that says, everything we can do, we can do better. Everything I do, I can do better. What we have to figure out is where to focus those efforts and adopt an attitude that, of course we can improve.

Question: John, what area of your organization needs improvement?

Answer: Every one of them.

Question: What area of your organization is working well?

Answer: Almost every one of them. Well, how can both of those things be? No matter how well it's working, it can always work better. When you adopt this attitude suddenly you aren't defensive and you aren't getting blamed; people don't feel uncomfortable for not being perfect. You have to build within your organization a level of acceptance, trust, security, protection, and value. Strive to be successful and learn how to enable people who work for you to be successful and help them celebrate their success.

Question: How do you motivate staff? In addition, we would like you to address recruitment and retention issues.

Answer: It is very effective for people to know that they are contributing to something that is helpful to people. The way we motivate folks is to tie what they do to the life of individuals, to someone who has autism who is three years old and lives with a family that receives supportive services from DDS. We show our employees how that individual's life improved as a result of what we do. We are better able to identify with the value we add for IT when we can connect to the people for whom that value is added. People aren't just writing code on the computer, they are enabling good things to happen.

A fellow down the way, a very good programmer, happens to have cerebral palsy, he has a real connection in terms of those applications that make a difference in peoples lives with cerebral palsy which is a part of Developmental Services. We did a video about Kevin. Here's Kevin's life; here's what it's like to have cerebral palsy. Here's the system that exists to assist people like Kevin. Here's Kevin's story and there are forty thousand other ones like his. When you contribute to something that's bigger than yourself, it's very inspiring and very motivating. So part of motivating people is defining the organizations purpose, vision and reason for being there. Identify the things we contribute to that go beyond our own personal circumstances. I think you need to look at what someone likes to do, what someone wants to do and what someone is good at doing. You look at your organizational needs and capacities and you become a matchmaker. We need to define people's jobs by the value they add to the information technology environment rather than as, for example, a COBOL programmer. You shouldn't define someone by his or her skill set alone, because when you retire that COBOL application what happens to that person? We need to define people as information technology professionals - and let them know that you are committed to their success, you want to partner with them and assist with their professional development. Let them know you appreciate what they have done and when they go on to other things in life celebrate with them.

It's important to make sure people have the tools to do their job, to have the clarity of what their job consists of, to spend unlimited amounts of time communicating, and creating clarity for folks, to recognize and celebrate peoples successes and achievements in ways that are much different than formal recognition programs. It is buying someone a cup of coffee, spending time talking to them, letting them know the difference that they made, having a supportive environment with their co-workers, creating a work environment were people are valued and value each other and insist that that be the norm of the organization. Enabling people to feel special, caring about a person's professional development, all of this goes into motivating all of us. Most of us work more for feeling good about what we do and wanting to make a difference than for money. Being able to be effective motivates people a lot. The other thing in terms of leading an organization is to always be on the lookout for someone poisoning the well, and dealing with it quickly when it happens. Things can go south very quickly if you have one or two people that poison the well. If it happens you just need to deal with it. Figure it out and if they have a valid issue, be fine about changing.

Question: What's the most challenging issue facing IT and how would you address it.

Answer: I have to think about this. The state is basically a data processing organization and doesn't realize it. The CEO at CityBank when asked, "How do you describe your business?" He said, "We're a world wide data processing organization that happens to have financial transaction software." This is a very different perspective. The State of California is a data processing organization. Take out the computers and the state can't work. The state hasn't come to this realization though, so I think the first challenge really is to, help the state government understand the inherit vital role that IT plays in the delivery of services and how to respect that investment in the way that will ensure that it will be around today and tomorrow.

I think the other challenge that is at least comparable is recruitment, recruitment more than retention. People work for the state for quite awhile and PERs and SB 400 define our future. We have an aging workforce and people retire and there are a lot of people retiring in the next ten years, or five years, — I'm one of them— that's great. I think recruitment is a greater problem than retention. We are an enormous state data processing organization that basically runs state government and if we aren't able to replace people with the skill set we need when the others leave then that becomes a real problem. Building effective strategies to recruit or grow the skills the state's going to need in IT in the future seems to me to be the key challenge confronting the state.

So I would say recruitment is probably our number one problem and challenge, and another is getting state government to understand and support what it takes to make IT work.

February 20, 2001 interview with John Conner

Question: Who were your mentors and what did you learn from them?

Answer: I've had three that I consider mentors. One was Tony Staub, a COS II at DMV when I worked there. Tony brought a lot of value from a very personal level. He was down to earth, communicated very well, truly enjoyed what he did, and enjoyed helping people. The next one was Larry Moore. Larry was the manager over Computer Operations. Larry Moore influenced a number of staff here including me. From the operational view, Larry was talented, thought pretty much out of the box, defended his staff, and was something of a visionary. Still one of my closest friends, but we did distance ourselves from each other in the business world. The third was Harold Knedel, the truest of my mentors. Harold was the Assistant Director. He brought this organization from being a really hodgepodge of data processing activity to an effective and formally established data center. He had vision and nurtured and developed organizational strength. When he was here, there was not a person in this organization that did not know the direction we were going. We didn't necessarily agree with him all the time, but there was a clear direction, a focus, and an importance about what we did. Although we've had subsequent leaders as far as the data center organization is concerned, I do believe the "glue" that has held this place together for so long was the "glue" that Harold applied to all of us.

Question: What should we, the academy participant, strive for to be successful?

Answer: It's recognizing you can do what needs to be done. With so much gray out there it's easy to say "How can I do this?" or "I can't do that." I think its self-recognition-in saying I can do this. I view it much like parenting. Your parents encourage you to have kids. Why? Because this is the payback issue! They want you to lose sleep and all that nonsense. You are constantly on the phone to them asking for advice, constantly going to the doctor, and constantly unsure you are doing the right thing. But, you get to the point where you realize you're going to do everything you can, you're going to provide the best you possibly can, and you're going to do things you've never done before with the sole purpose of making someone else successful.

You're going to go through life, you're going to make mistakes, particularly with children, but they are kind of like employees. A mistake is a mistake, there is no undoing a mistake-you learn by it. I think its part of the recognition that you can do things; you don't have to be told to do things; you can do them and use your own initiative.

Question: How do you motivate staff? We would like you address recruitment and retention issues as well.

Answer: I don't believe you can motivate staff, pure and simple. I think you can and certainly have a responsibility to empower staff. You empower staff to recognize their skills, their abilities, their shortcomings and you allow them to push and allow them to grow. You provide guidance and direction and an occasional slap on the hand if needed, but you do it for the employees' well being. If an employee is in fact motivated, they are motivated by learning more about themselves and develop a willingness to take risks. But, as I said, you can't motivate them. You can give them the tools to do their job, and give them the best education and the direction you can-and if they happen to get motivated, ok fine.

I think retention too is a spin-off of empowerment where people learn they can do jobs where they have potential. Perhaps more importantly, they learn what they cannot do, or their shortcomings or where their weaknesses are. That all comes into play. Retention is retention but not necessarily specific to a department. If I can keep an employee within the data center, if I can keep an employee in the division, if I can keep them within the IT environment, then I have been successful. I think if you empower someone and their career blossoms, and they do stay with the organization, you've done some good. You don't want to lose that investment. However, if they go to another agency I still retain the value, much like the academy in the networking aspect. People do come and go but I pride myself on keeping people around for a bit longer than the norm.

Question: What was your most challenging assignment and why?

Answer: The initial Office Automation Project for the department. It started with a full-blown procurement that was protested. We had to go through hell and high water on this part. Then there was establishing the structure to get everything done-from doing installations statewide and establishing the maintenance and replacement processes to establishing training centers in each of the major Attorney General's Offices. Nobody here had ever done anything like that before, so it was done far more with intuition than from experience. It got worse. After installing the first 250 terminals, we terminated the contract due to performance issues. Re-bid, de-install, re-install, re-train, and re-invent the wheel! All of this in a very visible arena. Learned a lot and survived, but can't say I would want to do it again.

Most valuable lesson learned? The things we didn't even consider… For example, the fact that the secretarial staff was very dependent and comfortable with their electric typewriters. Then here we come in thinking we were heroes with our rudimentary PC technology. But, it literally forced these people into a different lifestyle and disrupted how they did their jobs at that point. We never considered the human resources impact-valuable lesson learned.

April 25, 2001 interview with Deborah Brady

Question: Who were your mentors and what did you learn from them?

Answer: One of the very first mentors I had was when I first worked at DMV as a file clerk. She was the supervisor of the whole area and I was very impressed that someone at that high level would be willing to talk to me because I was a file clerk. At some point we had a conversation and she told me that my career with the state would be exactly what I had invested in it. The energy, thought, planning, and effort that I invested in my career would be what would make it interesting and give me the challenges that I wanted. She was very frank about it and very forthright. She also gave me ideas on how to pursue it and that was the biggest help because I'd only been with the state for about eight months. It was a rare opportunity that really set me on a good path. I've had other mentors, especially once I got into IT. In the IT field, one of my strongest mentors was Bill Eubanks. I learned from him the importance of making a commitment and keeping it. I also learned the importance of making sure that whatever it is you deliver to your customers is what your customers lack and need to get their job done. I learned a lot by watching him. Some of the things that he did I didn't agree with, but I saw ways that I could take some of his techniques and modify them, adjust them and make them more comfortable for me. I worked with another person by the name of Lauren Sutor. I learned a lot from Lauren about the legislative process-how to establish strong cooperative relationships with committee consultants and how to educate them on what your business issues are. You can be much more effective if you invest in those relationships and talk with the committee consultants and bring them up to speed. Then, when you're in front of them testifying, or with your finance letters or whatever, they have more information and they're better prepared to help their members make a decision.

Question: What should we, as academy participants, strive for in order to be successful?

Answer: I would say that the one thing that would be helpful not only for the academy but for any manager right now is to learn how to work closely with your program customers. Get involved. Figure out how to develop strong working relationships with the business areas. Get involved in their strategic planning; become a day-to-day partner with them. Teach them how IT can support what they're doing, so that when you go forward with projects to DOIT and TIRU, your program folks are sitting there at the table. I think that one of the biggest challenges that you are going to have right now and any manager at your level is that you're going to quickly realize that you cannot remain technical and be a good manger. You're going to have to make a decision on whether or not your interest is staying in the technical arena or becoming a strong manager and a good leader. You need to keep your technical skills up so you can understand the trends and see where technology is going. You must have an idea of how it can be applied to business. But, you cannot stay as technically competent as you were when you were a technician. That's a struggle, and it's hard for people to let go.

Question: Why? Is it the time constraint?

Answer: I would say that some of it is a time constraint. Because if you have time to be a good manager and deal with all those things and you have enough time become technically competent, and stay technically up to speed to the detail that maybe you did as a technician, then you probably don't have a personal life. You need to stay well rounded. Honestly, the two, management and technical knowledge, really take you off in different directions. When you are focused on the technology, you're into the details; you're in a more limited field. With management, you're all over the place. You have to understand how to deal with people. You have to understand how to motivate them. It's not something that comes naturally, to many people. In fact, I don't know anybody that it comes naturally to. You have to be able to figure out how to move an organization as a whole, how to set a direction. I think you're dealing with issues on a much different level, a much different perspective. There are a lot more people-intensive activities. I think those require different sets of skills than focusing on a technology. I have yet to see a manger who can be incredibly strong and detail oriented in a technology to a point where they can do as good a job as one of their staff who is still a strong, effective, visionary leader. Question: You mentioned that you need to motivate people and that that doesn't come naturally. How do you motivate people?

Answer: That continues to be a challenge. The hardest thing to learn is that one size does not fit all. You can't use one technique to motivate everyone. So, you have to look at what is it that challenges people. What motivates people? Some people are motivated to do a good job by the fact that they can work in a fairly structured environment; they know what their job is going to be. They can plan and kind of control part of their day. It's getting to be more and more of a challenge in technology. Some people are motivated by the recognition, the fact that they do a good job, they bring a project in on time, even solve a problem and they'll get recognition. It doesn't have to be a plaque or a fancy whatever standing in front of a staff meeting. Sometimes it's just going to them directly and saying, "Thank you so much! I appreciate it." Honest heartfelt things, not just a "Thank you," like the flight attendants give on a plane like "Bye bye." It has to be really heartfelt and specific. Some folks are motivated by promotional opportunities. I find promotional opportunities to be the most difficult to use as a motivational tool because you can't promote everybody because of organizational structures. Also, not everybody has really earned a promotion even though they think they have, and it's just a rare opportunity. But, on the other hand, you can work with someone and show them how working on a particular project can give them additional skills that would help them prepare for their next job. Sometimes you have to just be willing to show people how they might have opportunities elsewhere and that you're willing to support them. Motivation is a tough one and sometimes it's difficult to figure out what it is that motivates a person. It's hard to come right out and ask them. "Well, what motivates you?" you know, because usually they'll say, "money," okay, fine, "Now what?"

Question: So how do you determine what motivates your staff? By having conversations with them, observations...

Answer: It's conversation, observation, it's talking with their managers, it's trying to develop enough of a rapport that people feel comfortable talking to me. It's difficult to have a very large organization. I don't have an opportunity to get around and talk to everybody that I would like to. Most of the people that I'm dealing with directly are higher-level executives and division chiefs...and they're motivated by different things than perhaps they might have been when they were in other classifications. We tend to be motivated more by the sense of leading an organization to something, setting a direction, and being able to move us that way, by being able to keep staff, recruit good staff, it's different. You're motivated by whatever solves your problems, I think.

Question: Speaking of recruiting and retaining staff, what kinds of issues do you see that surround the big picture and how do you deal with it—with recruitment and retention?

Answer: This is probably our biggest challenge right now, and it's a challenge for EDD because unlike the rest of the state that has had a lot of money lately, we haven't because of our federal programs. We've lost staff who went back to other agencies because they can buy newer technology, they're able to provide promotions that we're not able to provide and it's very frustrating because what happens in the State is one department robs another. So we're robbing Peter to pay Paul and we're not looking for opportunities to bring additional new people into the State. Right now I'm working with our marketing and consulting services group at EDD to start developing marketing plans because at EDD, we go to a lot of organization conferences, job fairs and that sort of thing and I want to have IT out there as part of the marketing effort that we're doing. I'm working with them to develop an outreach. I want to start going out and talking with folks in technical colleges like MTI and Heald, as well as the junior colleges and look for ways that we can bring people in perhaps as student assistants. But then one of the challenges is to get them into the state as a worker. And so I want to find a way to bridge that so I can go out and start talking to these people in technical colleges. People are learning the technology because that's what they want to do. I don't think that you have to have a four-year degree to do all these jobs. I think you need education, but education comes in a lot of forms and one of the biggest problems that has been hamstringing us are the minimum qualifications to bring people into the State. As long as we continue to lag behind the private sector in our ability to match salaries, stock shares and all of that, as recruitment goes, we've got to become more creative. So, let's start looking at what is the pool of talent out there that we haven't tapped into and let's figure out what's the barrier and work to get rid of it. We're going to start going out and talking to kids in high school. It's difficult to say public service as a viable career option. On the other hand, I think it's still possible to do. And so, like I said, I'm working closely with marketing to figure out how to put a program together to do this.

Question: What do you plan to tell students who ask, "why should I take a state job when I can make much more in the private sector?" Do recent trends in the economy give you good counters to that?

Answer: Yes, they do. I think that one of the things that's difficult, that's why I'm working with marketing. I am having a challenge figuring out how I can market working for the state. Yes, you can go out and work for more money, but you have to look at the risks that come along with it. When you're young and starting out in your career, you bet, take risks and have fun-try different things. You are able to rebound faster. But, if you are in a situation where you are looking to start a family or you have a young family or you just like to have some stability and to be able to plan things a little better, then there's that that the state offers. There are also some very positive programs, business programs that the state provides. Try to show how what they do as IT professionals advance the Department's ability to provide these services to Californians. Some people are still confused about being part of providing public services, doing something to benefit Californians.

It's tough because a lot of times people are starting off in their careers looking for opportunities to make the most money possible. If that's the case, then it's just going to be impossible for the State to compete. So we have to figure out something else. Many of the small dot comers are going to fall out or be bought out by big companies. We just have to look for every opportunity to market what the State has to offer.

Question: What originally peaked your interest in the IT career field?

Answer: My very first interest in IT came when I was a file clerk at DMV. My job was to file the 4 x 5 drivers license applications. And while I was there, they introduced the very first microfiche project. I watched how people reacted to the technology. Many of them didn't like it because they saw that it was going to take their jobs away. What they didn't see was that it takes this job away but there's this job over here. The one thing that I wanted more than anything was to figure out how to become a microfiche operator because this is where we were going. We were going to move away from filing these little pieces of paper, regardless if we've been doing it for a hundred years. We were moving away from that. Now, here's this big machine and these were special people that got to operate it. It was something new and exciting. That's when I first really understood that technology was encroaching into all aspects of the State. I was just trying to figure out how I could become part of that. It took me about another six years to figure it out and for technology to become more prevalent. While I was working at DMV as a classroom trainer I saw and advertisement to do training on word processing and using computers for the Legislative Data Center —that's when they were great big 3279 terminals with bulky green screens. So, I transitioned from being a classroom trainer for basic supervision and that kind of stuff, into being an Office Automation trainer for the Legislative Data Center.

Question: What was your most challenging assignment and why?]

Answer: Right now, the most challenging assignment I have is an organizational transformation that I'm trying to lead the Branch through. We have grown by more than 100 people in the last year because we centralized IT services and staff. So, we have that piece of blending that we need to do. We have had a very mainframe centric perspective, which we still need to maintain because there is a big investment in mainframe databases. At the same time, the technology is leaning toward web-enabled applications. More and more people have access to the Internet and expect services over the Internet, so I have to figure out how to take an organization and not only develop the skills and expertise in the staff for the new technology, maintain the old, create a vision, and get ourselves to start thinking about ourselves as a customer focused organization. We cannot take a long time to develop applications to respond to what our customers want. We have to be responsive. We have to be quick about it. So that means we have to be more creative. That's not something we can just tell people: "Okay, it's time to be more creative." We have to figure out how to do this differently. "Okay, it's time to be more customer focused." You have to figure out what that means to the organization as a whole. The biggest challenge I have right now is working with my entire organization to change the way we work with each other, to change the way we work with our customers, and to find new ways to be creative to meet their needs. It is difficult, because a lot of this is my vision. It's hard to get out and convey my vision personally, so I find myself standing in front of a full auditorium trying to explain the vision and get that sense of urgency and importance and excitement. I'm really excited about what we are doing. But it's a big challenge because I'm trying to take 600 people and create a new organizational culture. This isn't about reorganizing or changing the boxes on an org chart. It's about changing the culture of the organization. It's fun. I'm exciting about it. My management is getting jazzed about it. I see that the work we've done has taken us from just being a management team to really being a leadership team. I see the working relationships developing between them. That's really exciting to see happen.

Question: What about the old guard? Do you worry about those people who are going to be hard to transition or do you just focus on those who will easily go?

Answer: No. You have to look at the organization as a whole. And, it's not just necessarily hard for the people who have been around for a long time. Change is difficult. Some people are able to deal with change easier than others. What I am trying to do is make sure that I'm being very up-front about what we are doing, the process we are going through and the results we expect to achieve. We are breaking it up into incremental steps and modular pieces. I have a lot of communication with the staff to let them know what we are doing and why, and how we are going about it. I try to show why it's important for them, what it means to their continued success on the job, and what it means to the organization as a whole - IT's ability to be a successful organization for our customers and to stave off some of the competition that's out there in the private sector. And so we try - you can get through to some folks, you can't to others. Everybody will have to make a personal decision on whether they are willing to continue with the direction the organization is going in or not. I'm hoping that we can show a way for everyone to see how this organizational transformation will benefit them, why it will be good for them. And I'll be successful or not.

Question: What would you like to be remembered for?

Answer: In my job, I'd like to be remembered for having the ability to frame a vision of leading programs forward through technology and being able to actually implement them. Not just having the vision, but being able to take that vision and make it a reality.

In my private life, I think I'd like to be remembered just for trying to be a decent person.

Question: Share some issues in your day-to-day life in your role as a CIO.

Answer: Interestingly enough, day-to-day, I have to deal with things at two very distinct levels. One is to work with the other Deputies, my peers, on framing an overall vision on how the department is going to provide services. We approached this in a very singular, stovepipe fashion in the past. What we are trying to do right now is look at what opportunities we have to provide an integrated suite of services. So that instead of collecting the same information multiple times, we do it just once. Not only just collecting information, but helping people take advantage of the services they need from us when they need it. I'm trying to work with the Deputies to frame this business vision and make sure they understand where technology can really benefit them and help. That's one. And what I have to deal with right now especially are all the budget hearings. I don't have anything in front of the committees yet. But, there's a lot of energy in the department being focused on that. I stay informed of what's going on in the business areas. I may not be going to a hearing and I may not have anything that is going to come up before the legislature, but I need to know what the issues are. I need to know the concerns that the Legislature might have with our Department, whether IT related or not. Concerns they have with our Department are eventually going to affect my staff and me. I need to know what is going on so I can figure out what it means to IT. Where are we going to have to make changes? What changes might we have to make? It also provides an opportunity to help support program Deputies and be a team player. Outside of that, there are the usual personnel issues that come up near the end of the fiscal year. Are we spending our money wisely? How are we doing in getting our vacant positions filled? The day goes by really fast. Sometimes I feel guilty about taking a day off, b you have to strike a balance. Otherwise, your job will consume you. You get so caught up in setting a direction and moving an organization. Yet, you are making sure that we're paying the bills, getting FSR's approved, putting through personnel actions - you are all over the board, dealing with the big picture and the tiny detail. As much as I try to get others to deal with the detail at the right level, there is still a certain amount of it that comes to my desk. Then there is email. That's another thing I have to deal with on a day-to-day basis that I absolutely hate. I try to get people to not cc me on an email unless I critical that I need to know.

Question: How do you balance work and your personal life?

Answer: That's really funny because I'm always talking to my staff about making sure that they're taking time off. Yet, I just got a note from Human Resources telling me I have a whole lot of hours. I switched to the annual leave program so that I could accumulate more hours and I'm still way over. It's a little more challenging to me right now as a single person. In about three weeks, I'm taking a month off and I'm traveling overseas to Spain. I've been doing a lot of that in the last couple of years. I save like crazy in between trips and then take a long time off. If you have a family, I think it would be easier to focus on maintaining a personal life. As a single person, you have to put almost as much effort into spending time away from work, doing fun things. I'm still trying to learn how to play golf. I have a lot of fun out there. Every now and then I make a decent shot and that keeps me coming back. I put it on my calendar - I honestly do. I know it sounds kind of structured. I will actually call somebody up and say, "Hey, let's go to a move on Wednesday night after work." I put it on my calendar at a decent time. I have dinner, go see a movie and I'm still home by 9:00 p.m. I make sure that when I do things that I don't talk about work. It's hard not to. It does creep in. Everybody finds a different way to strike a balance. If you have little kids, they're pretty demanding, so that helps.

Question: Are there time saving tips that you use?

Answer: I spend an inordinate amount of time in meetings. I have days on end where I spend day after day in meetings. So what I do now is I will, at least once a week, block out four hours. Sometimes if I'm lucky, I can block out a whole day, but that's pretty rare. I block out four hours just to deal with the office. My secretary is very good about cutting people off at the pass, not letting them get in to see. I tried things like picking up a piece of paper and just being able to deal with it. It sounds good, but I just haven't been able to figure it out. Sometimes it's not that easy. I'm still struggling with how do you sit in meetings all day and still come back and do all the work you need to do without spending hours and hours after work. I'm very lucky because I have very good support staff and they sift through a lot of things. I used to read every brochure that came in from a vendor. And now, I don't want to see it. If I need technical information, I have technical, experienced people. I have learned to go through my in-box quickly. There is a lot of stuff that has no bearing on what I am dealing with. The way I look at it is if it's really critical, then somebody is going to call me and say, "Deborah, what about this." And, I'll say, "You know what, I'll call you back in a few minutes." Then, I'll go to my Secretary and say, "Tina, this memo came in and we filed it, would you pull it?" Then, I'll read it, call the person back and then re-file the memo. I have to do that. I can't remember everything that comes across my desk. I hate the fact that I've got piles of paper on my desk. I got into technology because I was so fascinated by the idea of a paperless office. And I have never dealt with more paper in my life.

Question: Do you find that you force yourself to take a lunch break? Was there a period of time when you would work late and on weekends?

Answer: I not only worked through lunches, but I was working a couple of hours late each night and three out of every four weekends. And I regret it so much because it was time away from my husband. I can't redo that now, so I'm not going to do it now.

Everyday that you spend at work, every weekend, every extra hour after five o'clock that you spend at work is time you've taken away from your family. It's time you can't get back. I don't want it to sound overly simplistic or Pollyannaish, but there's the saying that nobody ever asked to have put on their tombstone, "I wish I had spent more time at the office." And, that's real. Technology is going to consume our lives more and more because it's everywhere and it's in everything. Where can you go that you're not dealing with technology - except out in the middle of the woods? If you go to a national forest, I'm sure they have kiosks there. Somehow you just have to take the time and remember, this is not the end all and be all, people are.

Question: How do you get away from the feeling that if you just spend a little more time at the office, then you'll get caught up?

Answer: You won't. You just have to get over it. You have to figure out how to put it in its place. Take more than a week of vacation because you just spend all your time worrying about work during the first week. Leave the palm pilot at home. Shut the cell phone off. Turn off the pager. Turn the answering machine on and relax.

February, 2001 interview with Bob Dell'Agostino

Question: Who was your mentor and what did you learn from the experience?

Answer: Bill Behnk was my mentor when I worked at the Legislative Analyst's office in 1972. He taught me to think more analytically, write better and to make effective presentations. The experience resulted in a substantial change in the way I do things. In thinking back on my experience, Bill taught me to present factual background and to write clearly. Being disciplined forces you to base decisions on facts rather than assumptions. He also taught me that testifying before the legislature is a lot different than doing presentations in class.

Question: What should IT Managers' Academy participants strive for to be successful?

Answer: They need to prove themselves and establish credibility. Once credibility is established, they need to nurture and maintain it to add value to an organization. Sometimes positions are political in nature and they are filled with people who have established credibility. You can be successful in the long term if you establish a good reputation.

Question: How do you motivate staff? Please address recruitment and retention issues.

Answer: I motivate staff by letting them know that I appreciate their capabilities. I attempt to NOT micromanage—to delegate and empower people. I provide guidance and listen, and I don't presume to have all the answers. I like to let staff work with a minimum of interference until they tell me they have too much work to do. Also, to motivate staff I listen to them and ask questions on a peer-to-peer level.

Question: Regarding recruitment and retention, we as State managers are limited in what we can do. We can't match the pay that private companies can provide. What we can do is establish a working environment in which people can speak their mind. A place where they will want to work and stay—where they're respected.

Answer: I've also been involved in a collaborative effort with other data center Directors. We are working with the Department of Personnel Administration and the State Personnel Board to make a special case for recruiting and retaining skilled staff in IT classifications. The broad band demonstration project we are conducting here at HHSDC has been very positive.

Question: What's the most challenging issue facing IT and how would you address it?

Answer: The most challenging issue facing IT managers today is ensuring we have qualified resources with the skills to produce what is required. We're dependent on IT skills to support all of our programs. We need to use technology more effectively and get all departments to work together with central IT organizations rather than against them. The IT Managers' Academy helps to develop managers with core skills.

Question: What originally peaked your interest in the IT career field?

Answer: In the 1960's I had a friend who was a programmer. It was a new field then and it sounded interesting to me. I wrote Fortran programs for Water Resources.

Question: What is your most challenging assignment and why?

Answer: Managing this data center is my most challenging assignment. It's challenging because I'm responsible for the whole organization, not just part of it. I have an obligation to the staff, to Agency and to our customers and their customers.

Question: What is your greatest contribution or accomplishment?

Answer: I'd like to think it's here at the data center. I've been able to make some improvements. If I'm successful in improving the data center, it will be my greatest accomplishment.

Question: What would you like to be remembered for?

Answer: I'd like to be remembered for improvements in the use of IT in State government.

Question: Please talk about the value of technical skills compared to administrative skills.

Answer: I think IT managers need technical skills to give them a frame of reference. They need to know what technology does and doesn't do for them. They need some technical smarts or they're at risk. On the other hand, the techies need a sense of administrative responsibilities in order to move up. You need both, depending on where you are.

Question: Please talk about your day to day issues in your role as CIO.

Answer: My day to day issues range from fiscal issues, customer relations, space concerns and of course the energy crisis. I'm also involved in statewide IT issues working with the Governor's Office on current items on the radar screen. And I have a key customer relationship with Agency.

I'm also involved in improving the administrative infrastructure, and occasionally with personnel issues. IT recruitment and retention is also an issue I deal with on a day to day basis. I enjoy the mix of minor and major issues. I like a little bit of fun stuff too!

Question: A few years ago Data Center Consolidation was a big issue. What are your thoughts on that?

Answer: It doesn't make sense to make one huge data center. I'm in favor of working collaboratively with the other data centers rather than in competition. I think there's a real opportunity for us to leverage off each other's strengths in areas like purchasing power (software licensing and hardware), staff recruitment and retention and statewide efforts like Y2K.

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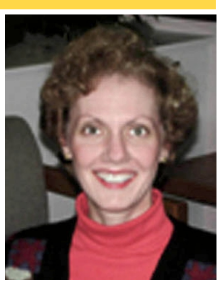

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E-mail ID: Hofers@hdcdojnet.state.ca.us
DPMA Class: I

Member Name: Hotaling, Cheryl
Title/Classification: Private Contractor
Employer:
Work/Business: (916)
E-mail ID: DPMA Class: VI

Member Name: Howe, Steve
Title/Classification: Deputy Director, SAWS Project
Employer: Health and Human Services Data Center
Work/Business: (916) 229-4487
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DPMA Class: CLASS MANAGER

Member Name: Howland, Mike
Title/Classification: DPM III, CIO
Employer: Dept. Managed Health Care
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E-mail ID: mhowland@dmhc.ca.gov
DPMA Class: CLASS MANAGER

Member Name: Huff, Steve
Title/Classification: DPM III, Chief, Hardware and Internet Service Bureau
Employer: Department of Social Services
Work/Business: (916) 327-0986
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DPMA Class: II

Member Name: Ingram-Doyle, Page
Title/Classification: DPM II, Unit Manager
Employer: Department of Health Services
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DPMA Class: III

Member Name: Jensen, Cris
Title/Classification: Deputy Director
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DPMA Class: CLASS MANAGER

Member Name: Johnson, Bonnie
Title/Classification: DPM I
Employer: State Teachers Retirement System
Work/Business: (916) 229-3636
E-mail ID: Information not available
DPMA Class: II

Member Name: Johnson, James T.
Title/Classification: DPM III, Manager, Tax Systems
Employer: Board of Equalization
Work/Business: (916) 445-1859
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DPMA Class: IV

Member Name: Jones, Alice
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DPMA Class: V

Member Name: Jordan, Peggy
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DPMA Class: V

Member Name: Kantz, Prudence
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DPMA Class: I

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DPMA Class: VII

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DPMA Class: VI

Member Name: Kehlet, Marilyn
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Employer: Department of Water Resources
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DPMA Class: III

Member Name: Kempster, Doug
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DPMA Class: VII

Member Name: Kercher, Lee Allen
Title/Classification: CEA
Employer: Department of Information Technology
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DPMA Class: IV

Member Name: King, Kenneth
Title/Classification: DPM III
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DPMA Class: V

Member Name: Kishaba, Kelvin
Title/Classification:
Employer: Secretary of State
Work/Business: (916) 653-4454
E-mail ID: Information Not Available
DPMA Class: VII

Member Name: Knedel, Jerry
Title/Classification: DPM IV, Branch Chief
Employer: Department of Health Services
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DPMA Class: IV

Member Name: Krolikowski, Arleeta
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DPMA Class: V

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DPMA Class: IV

Member Name: Leibrock, Debbie
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DPMA Class: II

Member Name: Lembi, George
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DPMA Class: V

Member Name: Leon-Michem, Lizabeth
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DPMA Class: VII

Member Name: Logan, John
Title/Classification: DPM II
Employer: Employment Development Department
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DPMA Class: VI

Member Name: Lombella-Adams, Sandra
Title/Classification: DPM III, Information Technology Services Manager
Employer: Department of General Services
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DPMA Class: I

Member Name: Lum, Donna
Title/Classification: Systems Software Specialist III (Sup)
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DPMA Class: V

Member Name: Luttges, Del
Title/Classification: Director of SID
Employer: Health and Human Services Data Center
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DPMA Class: CLASS MANAGER

Member Name: Lynch, Teri
Title/Classification: DPM III, eServices Manager
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DPMA Class: III

Member Name: Magers, Gerri
Title/Classification:
Employer: Private Sector - AMS
Work/Business: (916)
E-mail ID: Information not available
DPMA Class: EXECUTIVE SPONSOR

Member Name: McGregor, Gordon
Title/Classification: Manager of Information Services (Retired)
E-mail ID: RETIRED DPMA Class:

Member Name: McPherson, Lowell
Title/Classification: DPM III, Project Review and Oversight
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Work/Business: (916) 445-5212
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DPMA Class: V

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DPMA Class: II

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Employer: Department of Corrections
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DPMA Class: V

Member Name: Mullen, Margie
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DPMA Class: CLASS MANAGER

Member Name: Nabity, Ron
Title/Classification: Senior ISA (Supervisor)
Employer: Department of Fish and Game
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DPMA Class: III

Member Name: Napolillo, Frank
Title/Classification: Deceased
Former Employer: Franchise Tax Board
DPMA Class: I

Member Name: Navarrete, Christopher
Title/Classification: Systems Software Specialist III, Information Systems Office
Employer: Department of Water Resources
Work/Business: (916) 653-6854
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DPMA Class: I

Member Name: Navarro, Vickie
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DPMA Class: IV

Member Name: Neidigh, William
Title/Classification:
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Member Name: Nichols, Russ
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DPMA Class: VI

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DPMA Class: VI

Member Name: Osuna, Joan
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Employer: Information Not Available
E-mail ID: Information Not Available
DPMA Class: II

Member Name: Ota, Ardeana
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DPMA Class: V

Member Name: Overholt, Champ
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Employer: Department of Consumer Affairs
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DPMA Class: V

Member Name: Overhouse, Gail
Title/Classification: CEA
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DPMA Class: III

Member Name: Panora, Joseph
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DPMA Class: II

Member Name: Papailias, George
Title/Classification: Bureau Chief of ISD Technology Services
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DPMA Class: V

Member Name: Parker, A. Keith
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DPMA Class: VI

Member Name: Potts, Dawn Title/Classification: Staff Programmer Analyst, Information Systems Division
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DPMA Class: III

Member Name: Rabun, Ronald
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DPMA Class: III

Member Name: Rackelmann, Leisa
Title/Classification: Manager
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DPMA Class: VII

Member Name: Ralston, Douglas
Title/Classification: DPM II
Employer: California Integrated Waste Management Board
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DPMA Class: VI

Member Name: Ramos, Judy
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Employer: Employment Development Department
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DPMA Class: VII

Member Name: Reagan, Ron
Title/Classification: DPM III
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DPMA Class: VII

Member Name: Relles, Martin
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Employer: Stephen P. Teale Data Center
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DPMA Class: VII

Member Name: Riley, Judith
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DPMA Class: V

Member Name: Rodda, Rick
Title/Classification: Retired
Employer:
Work/Business:
E-mail ID: DPMA Class: IV

Member Name: Rose, Melvin F.
Title/Classification: DPM III, Asst. CIO
Employer: Department of Finance
Work/Business: (916) 323-3104 Ext. 2938
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DPMA Class: I

Member Name: Ross, Jan
Title/Classification: CEA
Employer: Franchise Tax Board
Work/Business: (916) 845-5701
E-mail ID: Jan_Ross@ftb.ca.gov
DPMA Class: VII

Member Name: Roth, Linda
Title/Classification: Director (Retired)
Former Employer: Franchise Tax Board, BETS MS D-6
DPMA Class: CLASS MANAGER

Member Name: Ryan, Bob
Title/Classification: DPM II
Employer: CALTRANS - Department of Transportation
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DPMA Class: I

Member Name: Salmonsen, Carl
Title/Classification: Consultant
Employer: KPMG
Work/Business: (916) 488-4700
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Member Name: Sanderson, Joyce
Title/Classification: Operations Support Branch Manager
Employer: Health and Human Services Data Center
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DPMA Class: VI

Member Name: Santillanes, Patricia
Title/Classification: DPM III
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DPMA Class: V

Member Name: Santos, Jeanne
Title/Classification: DPM II, Systems Test Manager
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DPMA Class: I

Member Name: Saunders, William
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DPMA Class: II

Member Name: Schmoeckel, Christine
Title/Classification: DPM II
Employer: Stephen P. Teale Data Center
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DPMA Class: VII

Member Name: Schuett, Gregory
Title/Classification: CEA III, CIO
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DPMA Class: VI

Member Name: Seeley, Noel
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DPMA Class: VI

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DPMA Class: VI

Member Name: Sheldon, Karen
Title/Classification:
Employer: Franchise Tax Board
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E-mail ID: Information not available
DPMA Class: VI

Member Name: Sheldon, Rick
Title/Classification: Board Member
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DPMA Class: IV

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DPMA Class: SPONSOR

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DPMA Class: I

Member Name: Sitar, Michelle
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DPMA Class: VII

Member Name: Slayton, Suzanne
Title/Classification:
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DPMA Class: VI

Member Name: Smith, Alice
Title/Classification: Staff ISA
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DPMA Class: VI

Member Name: Smith, Denny
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DPMA Class: III

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Title/Classification: Chief (Retired)
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E-mail ID: Retired
DPMA Class: CLASS MANAGER

Member Name: Smith, Mary
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DPMA Class: VII

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DPMA Class: V

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DPMA Class: VII

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DPMA Class: CLASS MANAGER

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DPMA Class: VII

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DPMA Class: III

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DPMA Class: IV

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DPMA Class: III

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DPMA Class: I

Member Name: Thibodeaux, Sally
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DPMA Class: I

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DPMA Class: II

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Title/Classification: Project Director
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DPMA Class: III

Member Name: Torretto, Roseanna
Title/Classification: Large Systems Capacity and Performance Specialist
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DPMA Class: III

Member Name: Touhey, Patricia
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DPMA Class: III

Member Name: Trimarchi, Heide
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Employer: Department of Corrections
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DPMA Class: I

Member Name: Troyer, Ron
Title/Classification:
Employer: Toxic Substances Control
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E-mail ID: Information not available
DPMA Class: V

Member Name: Tubbs, Richard
Title/Classification: Senior PA (Sup), Supervisor, Corporate Support and Desktop applications
Employer: Board of Equalization
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DPMA Class: III

Member Name: Vagg, Rick
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Employer: Department of Health Services
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DPMA Class: CLASS MANAGER

Member Name: Vann, Elaine
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Employer: Department of Forestry
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DPMA Class: CLASS MANAGER

Member Name: Verheul, Leo
Title/Classification: CIO (Deceased)
Former Employer: Department of Motor Vehicles
DPMA Class: EXECUTIVE SPONSOR

Member Name: Wagner, Micheal
Title/Classification: DPM II
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DPMA Class: V

Member Name: Wakefield, Lewis
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DPMA Class: IV

Member Name: Walker, Janice
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Employer: Employment Development Department
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DPMA Class: V

Member Name: Wehe, Eleanor
Title/Classification: DPM II
Employer: Department of Motor Vehicles
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DPMA Class: V

Member Name: Wensrich, Bill
Title/Classification: DPM III, CIO
Employer: Department of Fish and Game
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DPMA Class: III

Member Name: Werry, Frank E.
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DPMA Class: II

Member Name: Whetstone, Daniel
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DPMA Class: III

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DPMA Class: IV

Member Name: Wildemuth, Allen
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DPMA Class: I

Member Name: Williams, Roscoe
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DPMA Class: III

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DPMA Class: VII

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DPMA Class: II

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Work/Business:
E-mail ID: Information not available
DPMA Class: I

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Employer: Board of Equalization
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DPMA Class: II